

**A COMPARATIVE STUDY OF BEHAVIORAL PATTERNS OF
CORRUPTION AMONG PUBLIC SERVANTS:
A POLICY IMPLICATION OF MÉXICO**

By

Lucero Dámaso López

THESIS

*Submitted to
KDI School of Public Policy and Management in partial
fulfillment of the requirements
for the degree of*

MASTER IN DEVELOPMENT POLICY

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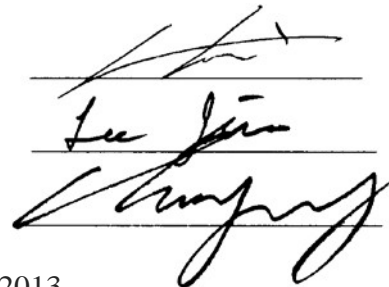
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Approval as of August, 2013

ABSTRACT

A COMPARATIVE STUDY OF BEHAVIORAL PATTERNS OF CORRUPTION AMONG PUBLIC SERVANTS: A POLICY IMPLICATION OF MÉXICO

By

Lucero Dámaso López

This research project concerns the study of behavior patterns assumed by the public servants in the Public sector when performing corrupt practices affecting the economic development of the governance system of a country. The behavior patterns are based on moral principles and professional ethics governing the actions of human beings in a society. Also as a society, a system of government is controlled by regulations that govern the processes and activities of public servants with the objective to fulfill the statutes and goals for implementing the action plan for society.

When these governance standards and moral principles are altered voluntarily by public officials to gain individual favor or extra economic income, it is considered that they are making corrupt practices; for example bribery, diversion of funds, and collusion, which are executed by public officials. We test the hypothesis “A” that corruption in the government sector is caused by the behavior of public servants under manipulation of higher hierarchies, who have the power to violate government rules, obtaining gains and sharing them between all or some of the involved in the corrupt act. The alternative hypothesis “B” states that the corruption is caused by the individual behavior of public servants who have enough power. The study is based on analyzing the questionnaire obtained from different hierarchical levels, which belong to the government system of Mexico and other countries from four continents.

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Dedicated to:

GOD My Parents

My Brothers and Sisters

My Friends

My state Veracruz

My country Mexico

My second country, South Korea

Without you, I would not be who I am now.... Thanks.

_____ 0 _____

Dedicado a:

DIOS Mis Padres

Mis Hermanos y Hermanas

Mis Amigos

Mi estado Veracruz

Mi país México

Mi segundo país Corea del Sur

Sin ustedes, yo no sería lo que soy ahora....Gracias.

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Thanks for believing in me.

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INTRODUCTION

Corruption is a serious social illness that impedes economic and social development of fledgling democracy. The term “Corruption” has been subject to discussion by various scholars. Basically, there is no exact answer to this term, because it depends on each country's cultural and ethical norms and the different techniques used to achieve it. In this context, Mexico is a country that suffers a great deal of social, economic, and political corruption. Corruption affects all areas, including all social, academic and educational levels, with the consequence that carrying out unlawful acts in the public sector are becoming a common activity for public servants involved in it.

If Mexico was to move forward with the economic development agenda, it is important that Mexico deal with the corruption problems. Authorizing anti-corruption reforms supported by the Congress, together with transparency agencies, and conducting ongoing audits and reviews of the activities that are affected by corruption, is likely to reduce the indices of corruption, and detect vulnerable areas running this type of illicit behavior. Corruption applies not only to public or private sector, but also has expanded to international areas, where there are big decisions to manage the economic development of countries that are affected in their economies. Also, it might have great effects such as the economic crises or devaluations that can lead to imbalances in determining the policies of governments and countries of great power.

This study focused on public sector corruption, because currently the most frequent corruption problems in the Public Sector in Mexico are 1) bribery, 2) unexplained enrichment 3) diversion of funds, and 4) collusion. This is due to that the higher position

levels are more likely to pursue corruption due to power and control over their employees. In addition, the lack of constant supervision, and professional ethics for the directors and heads of departments have led to corruption in many governmental institutions (federal, state and municipal level). Moreover, there are patterns of behavior among public servants who allow such acts, and have no ethical or professional values. These behaviors discredit the honesty of true public servants who work with loyalty and responsibility.

As a first step, we would like to look at the structure of corruption in Administration area because it is where we have an extensive field experience, and also it is very vulnerable to corruption, since it controls and manages the economic resources in the public sector at federal or state level of the country. In addition, this area is subject to continuous change to be flexible in its allowed budgets, because the outputs of economic resources are often allocated to urgent needs of the society. Hence, resources can be diverted through the corruption, earmarking a percentage of the expenditures necessary and elsewhere for other benefits that are not registered by the government. This is possible because public servants are complicit with illegal acts within the government sector, where a percentage of these economic resources (10 % or 20%) are intended for personal benefit and not for the social sector or areas that need such remedy economical.

Behavioral patterns of corruption among public servants inside the public sector administration will be described in next chapters. This research project is an attempt to make a comparative analysis of the main patterns of behavior that are usually identified in the public servants who fall into corruption cases in different countries. Various are the ways and reasons for

carrying out the corruption and the benefits that come to those who execute it. For instance, public servants in the government who receive few incentives and low wages might be forced to accept bribes and corrupt acts such as theft, as part of a compensation to increase their personal income.

We also mention the corruption that might occur in high-level governmental officials, whose power and economic ambition are strong elements that lead to achieve high financial benefits, and gain contracts through private and public investments in national and international spheres. Hidden corrupt behaviors may exist in the public sector through abusing the cultural and traditional events for economic purposes. It is common on birthdays, or other personal events such as awards, weddings, job promotions, etc. that the beneficiary shall receive bribes, or so-called gifts from it. As well, in developing countries and the Middle East, it is traditional to present prizes or gifts as part of a favor or personal benefit, for which, by culture, the beneficiary is obliged to help as an act of reciprocity.¹

In the political area, where corruption is more active in the public sector, it depends on what kind of corruption is the most used in each type of government, and where are carried out illegal acts by public servants. If it is a kleptocracy² or a monopoly where bribery and mafia are the basic features of this corruption, and where the weakness of the government is its self-dominance, then it will manipulate the behavior of public servants before the corruption. This might be the main economic and social problem of a nation.

¹ ¹ People in developing countries do make distinctions between appropriate and inappropriate behavior in terms of their own cultural norms. See Rose-Ackerman (1998).
It refers to a government system where a ruler or top official whose primary goal is personal enrichment and who possesses the power to further this aim while holding public office. See Andreski, 1968.

even with all the anti-corruption reforms and agencies transparency both internally and externally, they have not been able to reduce corruption indices detected in the public sector because the corruption is caused by the behavior patterns of the public servants, and that overall, the vast majority are in cahoots with these illegal acts, which they do not work or should risk their prestige by declaring the truth of corruption in areas of control of economic resources, such as the financial management area.

The objective of this research is to determine patterns of administrative corruption that are carried out by the patterns of behavior of public servants working in the public sector to obtain accurate results that define the grounds on which they fall in corruption acts. It is important to note that this thesis is based on the analysis of the hypothesis testing regarding the patterns of behavior of public servants in the public sector. As the huge amount of literature covering different aspects of corruption may confuse readers, we will focus only on issues relevant to the research topic.

Also, during the conduct of surveys in different public institutions in Mexico and others countries, there were fear, rejection, denial, doubt, and complicity of the respondents because of fear that the survey might causes problems for them due to giving opinions about corruption in the public institution where they work. Therefore, their decisions about denial of application of these surveys were respected.

1 Corruption: Concepts and typologies

1.1 Concept

Talking about corruption is like talking about the weather, the exchange rate of the currency or even more dominant. It has become very common to hear conversations or news where the word corruption is mentioned without determining any conclusion or solution to the problem. Corruption is no longer a matter of fear, or keeping secrets, as happened years ago, but it has become a social problem that is so common nowadays that even has surprised us to know the current methods of corruption that has ever invented for human being (like corruption of information technology) for their benefits through this illegal activities.

Corruption is a word that encompasses many meanings, but also confusion and many limitations for a precise definition of terms for this ancient word. It also depends on the culture and the situation in which corruption takes place (environment) to frame their social context that affects a given time and society. The word "corruption" comes from the adjective *corruptus*, which is Latin for: damaged, broken or destroyed. The significance of corruption in the social context is bribe; however, corruption means "moral deterioration" without limiting that to the public or private sector.³ It has been defined variously as "the illegitimate use of public power for private gain,"⁴ "all illegal or unethical use of governmental activity as a

³Hodgson and Jiang, La Economía de la Corrupción y la Corrupción de la Economía, Revista de la Economía Institucional, Vol 10, No. 18, Primer Semestre 2008, pp 55-80.

⁴ Goodsell, James Nelson, "Mexican speak out against Government Corruption," Christian Science Monitor, Oct. 6, 1982, pp. 1.

result of considerations of personal or political gain”⁵, or simply as “the arbitrary use of power”⁶.

1.2 Dimensions

Corruption is political conduct contrary to political norms. This definition underscores both its normative and behavioral components.

1.2.1 Normative approach

The normative aspects of corruption center on the evaluative standards or rules that determine political acts by which all acts of government are to be interpreted and judged, and they can be equated with the same broad notion of the “common interest” that lies at the core of the modern state’s legitimacy. ⁷An example is Favoritism, when the president informs the Cabinet-level appointments some elite group of friends or relatives.

1.2.2 Behavioral approach

The second aspect of corruption is behavioral. The corruption consists of an especial conduct characterized by individual acts of public officials and/or private citizens that spawn particularistic, situation-specific outcomes within a furtive environment, in the public sector.

This approach has special factors: 1) corruption involves political behavior by individuals, e.g. face- face dyadic encounters, unwritten agreements, personal interchange of resources; 2) corrupt fashions as opposed to universal political results; 3) Corrupt acts

⁵ Cabildo Miguel, Durazo obliga a su personal al entregarle el producto de sus mordidas, Proceso #386, May 26 de 1984, pp 16-17; Gonzalez Gonzalez , Lo negro del Negro Durazo, Mexico: Posada, 1983.

⁶ Mexico City News, Nov 14, 1985.

⁷ Brinkley, Joel. “Mexico and the narcotics Traffic: Grow strain in US Relations”, New York Times, Oct 20, 1984, pp. 4.

are normally cloaked in secrecy and hidden from public view because of their illegitimacy and illegality. Therefore, we can say that corruption involves a rational act by a public official that deviates from the ideologically sanctioned promotion of the common interest. However, it consists of an agent of state (public official) acting contrary to the rules of the state.⁸ The state (public sector) is personified by those acting in its name and partaking of its authority. It is here that political acts such as corruption occur because neither an ideology nor an organization can truly act. Then, corruption can be said to occur when the behavior of personal is inconsistent with the state's norms.

1.3 Typologies of Corruption

Corruption acts can be committed directly or indirectly, with any other group or body, which can be public or private and for the benefit of the perpetrator, or some other party. Official misconduct would include behavior such as fraud, theft, embezzlement (appropriating assets by individuals to whom such assets have been entrusted), perverting the course of justice, bribery (use of reward to prevent the judgment of a person in a position of trust), nepotism (appointing someone due to relationship rather than merit), misuse of policy instruments (making public policies in favor of certain group), and misappropriation (illegal appropriation of public resources for private use). These malpractices among others deteriorate any field of the Public Administration where they find place to settle, according to the World Bank indices.⁹ (See Figure 1)

⁸ Morris, Stephen D., "Corruption and Politics in Contemporary Mexico," The University of Alabama Press, US, British Library Cataloguing, 1991.

⁹ The World Bank. (2010). Challenge. Retrieved 09/20/2010 from <http://go.worldbank.org/3QT2P1GNH0>

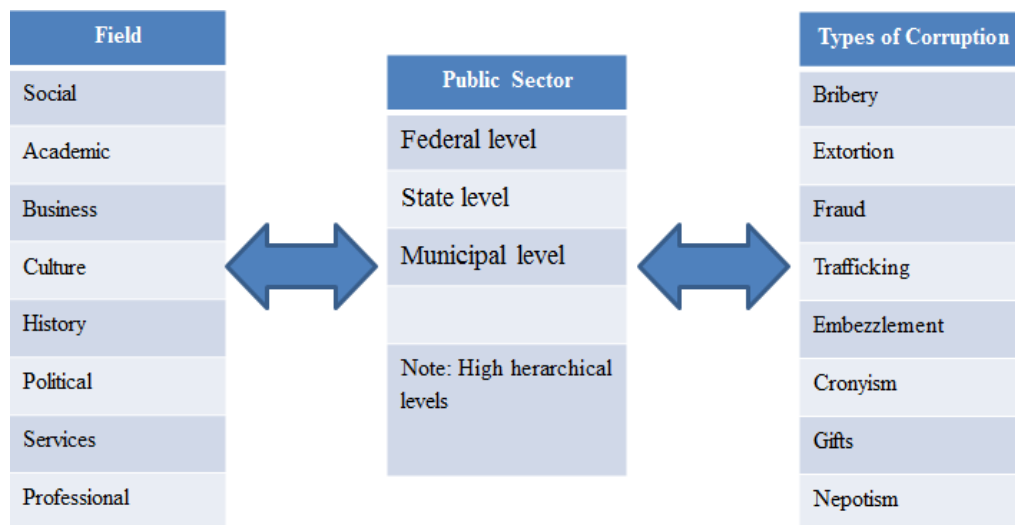


Figure 1. Types of Corruption. Source World Bank (2012).

1.4 Causes: The Drivers

The causes of acts of corruption within the public sector, for the analysis we are doing, in terms of the behavior of public servants, are identifiable by following drivers:

1.4.1 Centralization of Authority

Government policies are focused on giving the power or authority to the superior levels as part of their responsibilities within the hierarchical level that corresponds to a public institution. These higher levels include directors, area managers, and even presidents of a country. Its characteristic is that the authority is focused, in hands of the head of department or top leader of the institution (as president), to fulfill their orders or commands, without being questioned about their attitudes and acts performed within or outside their work activities. ¹⁰

¹⁰ Rogow and Lasswell, "Power," and Rose-Ackerman, "Corruption and Government," contend that the concentration of power leads to its abuse; whereas Benson, "Political Corruption," and James Q. Wilson, "Corruption: The Shame of the States," pp. 28-28, and Heidenheimer, "Political Corruption," pp. 298-306, both argue that decentralized authority creates a greater number of access points through which corrupt influences can be exerted.

Many of these hierarchical levels are not reviewed by audits, because the security of information they handle, and the discretion of their political activities. Although these public servants abuse power given to them to carry out activities that are not regulated within the policies of government, and where they use their power for their own benefit, or benefit other social groups of their interest.

1.4.2 Power Control

This cause of corruption exists in government workspaces where a public servant, has the control and command of the work area, without being the head of the area. Being characterized by professional influence or character, they may manipulate and extort with threats and control of their activities, forcing others to do their biddings. Sometimes these public servants are required in a public area, because they usually have knowledge and experience in that area, and they perform better activities than that of their boss. They often engage in corruption because they exercise as heads without becoming leaders, and without being reviewed by audits. For example, advisors are neither be punished, nor sanctioned by government laws.

1.4.3 Weakness of legitimation of law

When the public sector does not meet the regulations and policies of law enforcement, this means that the legitimacy of the law is weak, and that is where public servants can violate or ignore the law enforcement in the activities and government events. Some public institutions do not comply with government regulations, because there is not an ongoing review of policy compliance, and nor to punish public servants who violate the laws.

1.4.4 Lack or existence of strong Public Institutions

The absence of public institutions that control surveillance and monitoring activities within the public sector, as the comptroller and internal audit, encourages public servants to take actions in disobedience of the law and carry out illegal acts such as corruption¹¹. According to Transparency International, which describes the causes of corruption in public institutions, the questions about the need for law enforcement, within an area responsible for enforcing the law, so that the entire governmental system, can meet the objectives set in the formulation of economic policies with the social sector, which is why this international body emits analytical data corresponding to the levels of corruption in the major countries in the world.¹² (See Annex # 3)

1.4.5 The absence of legitimate access to opportunities

Many normal activities carried out within the public sector have many restrictions or barriers to perform the services or obligations to a company. This includes the procedures to start a business, pay taxes, or process a driver's license, where procedures to comply with such as forms, copies and other documents are time-consuming to obtain. Moreover, deadlines and high costs are factors that urge citizens to perform corrupt acts, including collusion with public servants who earn additional income (bribes) for illegal activities. These opportunities are risky, because there is no guarantee that legal proceedings are conducted in public, and many are cheated by fraud.

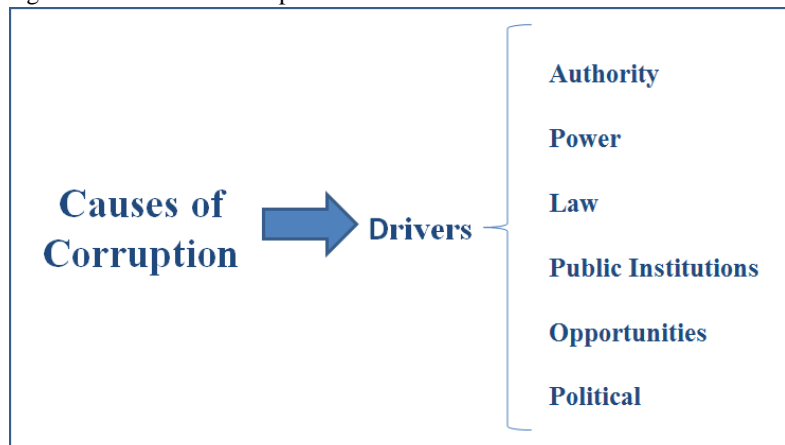
¹¹ See in Heidenheimer, "Political Corruption, pp. 76-81.

¹² The Transparency International data are particularly useful because (a) they are available for recent years, and (b) they are based on a broad range of different sources. . <http://cpi.transparency.org/cpi2012/results/>

1.4.6 Lack of access to political influence

Most public servants (politicians) evade their responsibilities to comply with the obligations of the public institution to which they belong, as they make use of public policy for personal or financial interests to themselves or other groups who benefit resources and opportunities in the public sector.¹³ Congress passed laws that ignore the real history they only meet approval or disapproval of the agreement if a law benefits a certain social group of their convenience. Furthermore, senior political positions are designed for families of politicians by appointment. Many political positions are unique to business groups or old experienced politicians, who are appointed by the presidents or high-powered personalities in politics. (See Figure 2)

Figure 2. Causes of Corruption



1.5 Consequences: The Outcomes

Within corruption, every cause has consequences, derived from countless illegal acts on the part of public servants, which are identifiable as secret acts, and sometimes not reported by the same officers, as many of these activities involve them, making them keep silent, while they

¹³ Scott, James C. 1972. "Comparative Political Corruption," Prentice-Hall.

benefit from certain profits or favoritism from their workplaces. Some of the consequences caused by corruption in the public sector caused by the public servants of different hierarchical levels and professions are listed below. (See Figure 3).

1.5.1 Illegitimate enrichment of a group of elite

It is common for public sector within a certain group of public servants to have the advantages of obtaining benefits through the government, being that these elite groups are the rulers and have the power to generate economic gains for family or personal enrichment.¹⁴

1.5.2 Accumulation of capital

This occurs with high hierarchical levels, that through the benefits they receive from the government as travel expenses, meals, luxury, phone calls, etc., All paid for by the government, they also authorize contracts with multinational and private companies, where they receive certain amounts of money by conducting concessions, transactions, and agreements where both parties are benefited economically. This type of public servants enriches during the time working in government.¹⁵ Legitimization of weak laws and lack of surveillance and monitoring high-level areas, often lead to deviations of government resources, or money laundering from illicit activities, or received from the black market or drug trafficking.

¹⁴ See Morris, *Corruption and Politics in Contemporary Mexico*, pp. 17

¹⁵ See Huntington, *Political Order*, pp. 58-71; Leff, "Economic Development"; Joseph S. Nye, "Corruption and Political Development: A Cost-Benefit Analysis," *American Political Science Review* 61 (1967): pp. 417-27; and Scott, *Comparative Political Corruption*.

1.5.3 Loss of trust in government

When government programs and projects for social services and political development are unfulfilled or not feasible to cover other non-priority objectives, taxes paid to other benefits, government regulations are not met, there is no justice and security within social groups necessary for public protection, corruption is part of the activities of public servants to achieve a goal, then citizens lose confidence in the government and start complaining forming groups of protesters, holding strikes and marches demanding their right to justice.

The dissatisfaction of citizens and public servants is reflected in the lack of payment of obligations to the public sector as payment of taxes, duties, public information statements, service payments, violations of laws, etc., drawing on corruption as a solution to their grievances.

1.5.4 No limits to corrupt acts

A lesser degree of vigilance corresponds to a greater amount of corruption. When the public areas have little or no enforcement of laws, public servants at all levels can fall into unlimited corruption.¹⁶ The public sector must implement surveillance and monitoring programs, because when government laws are violated, it must apply punishments to reduce these levels of corruption, being carried out through complaints from public servants to those corrupt that only damage image and the goals of the government.

¹⁶ Others suggest that corruption's positive functions are dependent on its being maintained within certain limits. See Friedrich, "Pathology of Politics".

1.5.5 Potential loss of legitimacy

Violation of the law in the government sector leads to that any act is considered illegitimate, since it lacks validation and warranty, which holds that all public is correct and in accordance with applicable regulations and policies issued by the government. That is why, corrupt acts cannot be legitimate because it has no validity and legality to be made according to the law, and they are sustained by acts of deception, the violation of the law, easy money, fraud, manipulation and illegitimate power to control activities of public servants who seek personal gains and benefits that are out of government regulation.

1.5.6 Informal organizational rules

When corruption is present in a work area of the public sector, informal rules are created between the public servants who achieve certain goals allowed through short and easy means of making profits, which are careful not to be discovered by the areas audit, for which, these informal rules become traditional and common within a working organization. For example, the giving of gifts and awards to a public servant with good public relations, in order to obtain merit and recommendations for future work¹⁷; provide favors to managers or areas' directors to receive higher wages; satisfy personal needs of high-level public servants, to obtain permits, absences, or even reduction of workload.

1.5.7 Bureaucratic inefficiency

This is manifested by the lack of care and service to programs and projects that the public sector undertakes to meet its social objectives. Also this inefficiency is made by public

¹⁷ In the Private sector, gift giving is pervasive and highly valued and it seems natural to provide jobs and contracts to one's friends and relations. See Rose-Ackerman (1998).

servants with lack of professional training and responsibility to meet its obligations of work areas, putting: absenteeism, breach of duties, corruption through bribery, fraud, and deceit. Most of the time, this bureaucratic inefficiency is manifested by corrupt public servants from lower hierarchical levels, and flexible areas for review by audit, because they are subject to outside opinion, which is not relevant. Corruption negates the impact of government programs.¹⁸ This result is common in areas of customer service and execution of social programs where the objectives of those areas are not feasible, and often take long time for the fulfillment of social needs, for example, in areas of taxation, human resources, external consultants, etc.

1.5.8 Pervasive corruption

It produces a pernicious “culture of corruption” among the public that includes widespread distrust and cynicism toward public officials. Combined with the negation of government programs wrought by corruption, this distrust greatly magnifies the potential loss of legitimacy that sustains the state’s organizations.

1.5.9 Constant abuse of Authority

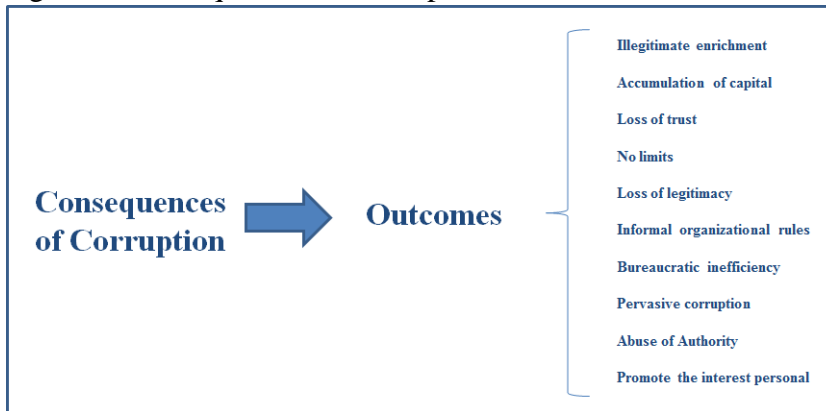
This happens at higher hierarchical levels, which are engaged in this type of abuse of power, because they have the ability to give orders and the power to manage the activities of the working area. They exercise this abuse of authority to fulfill their whims and demands of work or personal or even illegal activities for profit through causing the subordinates to refrain from complaints due to fear of losing their job, salary reduction or labor abuse.

¹⁸ See Morris, *Corruption and Politics in Contemporary Mexico*, pp. 18

1.5.10 Promote the interest of the public sector personal

Public servants know the benefits and opportunities provided through the activities generated in the government sector, because they may be free of many payments and services or at lower taxes, compared to citizens or private companies that should meet the payment obligations imposed by the government. This is why many professionals want to work in the public sector; they would obtain beneficial opportunities, and if they use corruption as a means of wealth and power scaling, they would generate greater personal and economic benefits through unlawful acts. For example, public servants are entitled to medical insurance provided by the government, compared with citizens who must pay for it; they enjoy the holidays and funeral expenses that citizens do not; as well as drivers and meals paid by the government that citizens do not; further corruption of embezzlement or money laundering that is more likely to perform in the government sector.

Figure 3. Consequences of Corruption



2 Historical Background

Corruption is as old as human life on earth. The history of corruption in Mexico is not without its illegal activities from the beginning of barter corn for medicine brought from Spain¹⁹ to the falsity of electoral votes that arise last months. Furthermore, the behavior of government officials to obtain the benefits from being the privileged class or from creating bureaucracy, human behavior to obtain the earnings and profits of their trade, these activities ultimately led to recur for years, as more activities are active in the history of Mexico.

2.1 Porfirio Diaz Period

The weak legitimacy of government institutions contributes to corruption. Therefore, the analysis of public institutions is necessary to understand many of the incentives that exist to enter corruption. One of the great problems of Mexico was becoming an independent nation born without a solid institutional foundation. Almost all of the nineteenth century marked a period of political instability. During the Porfirio Diaz Period, the President Diaz signed an agreement to sell 10% of Mexican territory to the United States, due to foreign debt, which Mexico had to U.S., to pay the debt incurred in previous years. Diaz, secretly sold 40% of Mexican territory to the United States, not knowing Diaz, that the land sold (now Texas) contained large deposits of oil and that would be the way to pay its foreign debt. Diaz acquired a large fortune, he enjoyed in Europe after his exile from Mexico. Becoming the biggest fraud that a Mexican president has done to his people, who never punished him. Diaz did not return the acquired treasure that belonged to the Mexicans: their territory.²⁰

¹⁹ Since colonization of New Spain with Hernan Cortes, corruption was exercised through the gifts of tribute payments to the Spanish. <http://explorame.com/?p=214>, <http://explorame.com/?p=362>.

²⁰ Porfirio Diaz in Mexico established an authoritarian and corrupt, known as the "Porfiriato": a country without rule of law "in a nutshell more corrupt. See <http://axoquen.8k.com/biografias/diazp.html>

Porfirio Diaz managed to appease the political competition and kept his employees happy. Corruption among his people was something tolerated by Diaz. This was aimed at ensuring the loyalty of his officers; it was a necessary cost of maintaining political stability that the country needed.

2.2 Lazaro Cardenas Period

Lazaro Cardenas, he was who became the Presidentialism.²¹ This constitutes one of the problems of the corporate system, since the president's power was virtually unlimited. Corruption was beneficial from the point of view of cohesion of the government team, as it had been with Diaz. The president had absolute power, both political as economic issues. There is no counter weight in the system, any decision made had to be obeyed. There was discussion on national issues; however, the final decision was of the president. The problem is that the decision is made only by the president (with the help of his advisers), but no one could rectify more than the president himself. There was a mechanism that could correct the errors in public policy. This led to problems such as excessive debt and government deficits are not corrected and therefore the Mexican economy deteriorated progressively.

²¹ Presidentialism this not only reduces democracy, but favors corruption, but also sets a bad example that spreads: the leaders of all organizations tend to adopt the presidential style. See <http://www.lanacion.com.ar/1152736-el-presidencialismo-un-verdadero-cancer>

2.3 National Party (PRI)

Corruption in Mexico during the years of National Party (PRI) is explained within the corporate state, by a cyclical dynamic that develops taking what period the administration of President. The increase in government spending and weak anti-corruption campaign create an enabling environment for corruption.²² When a new government administration begins, publicly it condemns corruption; and for having new personnel, bureaucrats are in a learning process.²³ In addition, there is still pressure end during final year of sexenio to get rich through corrupt practices named “year of Hidalgo”.²⁴ Corruption as a constant practice in the history of Mexico, and reform projects to combat it, came together, both to form the popular conviction that politicians always lie, and to reaffirm that corruption is invincible. The history, surveys, and popular sayings, they state: “politics and public servants have been the great cause of corruption in Mexico”.

2.4 Current situation in Mexico

A major organizational characteristic of the Mexican system is its extreme centralization of political power in the federal executive,²⁵ where the President and Congress are the key players that control and make the decisions for the country's policies.²⁶ In Mexico, there are changes of government every six years, the public servants of the new government administration are allocated to cover bureaucratic positions and designing new programs and policies, where president and his senior officials perform and promote

²² See Morris, Stephen D, 1991. pp. 85.

²³ The fear of detection is greater anyway during the early years of the sexenio (six years) because of the heightened controls and sensitivities stemming from the anticorruption campaign. See Morris, 1991. pp. 85.

²⁴ Referring to Miguel Hidalgo's likeness on Mexican currency, it means to take something without leaving nothing (money). See Morris, 1991. 85.

²⁵ On the centralization of authority see Grindle, Bureaucrats; and Purcell, Mexican Profit-Sharing Decision.

²⁶ See González Casanova, Pablo. 1965. *La Democracia en México*, 14th ed, México.

comprehensive programs and government reforms mainly anti-corruption reforms to reduce the rates of this illicit economic activity that affects to the country.

The incentives of the past years have changed : the lack of job security and a solid retirement fund, together with a greater tolerance to corruption, the bureaucrats have to capitalize through corruption, whether it is bribery or diversion of public funds. The increase in government spending and weak anti-corruption campaign²⁷ created an enabling environment for corruption.

The Mexican culture of corruption is characterized by the proliferation of corruption throughout civil society, the cultural glorification among certain sectors of the population the engendering of a distorted middle-class morality, diversion of individual responsibility, and the diffusion of distrust and cynicism toward the government and public officials.

The fight against corruption is a problem being faced in each country, but in Mexico, it is difficult to understand how there is a social problem of this kind, when the vast majority of public servants know that there is corruption in the public sector, and that denigrates the reputation and good image of a large sector that works for its people like the public sector.

²⁷ The rhetoric of the anticorruption campaign encompasses not only attacks on corruption by the political leadership and promises of reform but also efforts to enjoin the public in the fight and to pinpoint the causes of corruption. See Morris, 199. Pp. 92.

3 LITERATURE REVIEW

High levels of corruption carried out by public servants in the government sphere affect all areas: political, economic, social and cultural development of a country. Developing countries and countries in transition are most likely to fall into corrupt acts because of the weakness of their government types but mainly to the lack of ethics of public officers to act, making it a great worldwide phenomenon. Government reforms to the corruption not only require changes in the constitutional structures, but also in patterns of behavior of public servants responsible for public action, driven by political leaders who abuse power to get wealth and nepotism, which is why these anti-corruption reforms should not only reduce levels of corruption but also eliminate bad employees that infect others in their behavior to obtain large personal benefits.

Corruption is a rational act and therefore promotes the private interests of its participants.

²⁸ There are many ways to make corrupt practices in the public sector in different systems of government and in various countries. Although corruption is part of the unfair behavior of public servants to the government through bribes or others illegal practices, it is important to detect such corruption acts with different characteristics according to hierarchical level, experience, income, and antique at work. We can find varieties of corruption practices carried out by government civil servants from different countries.

²⁸ See Morris, Stephen D. 1991. "Corruption and Politics in Contemporary Mexico," The University of Alabama Press, British Library Cataloguing, pp. 8.

3.1 Models of corruption

3.1.1 African countries

Such is the case of countries in Africa, where patterns of behavior of public servants are more scattered in all hierarchical levels and across the government system. For example, there is corruption in the areas of computer science and in areas of the president. There is no hierarchical level that collects the greatest burden of corrupt practices, because that corrupt activities are found throughout all the government system. Although in these countries the public sector is clearly dominant and low- level corruption is often widespread, the strength of the anticorruption component of the legitimizing ideology prevents a greater abuse of power.²⁹ (See Figure 4)

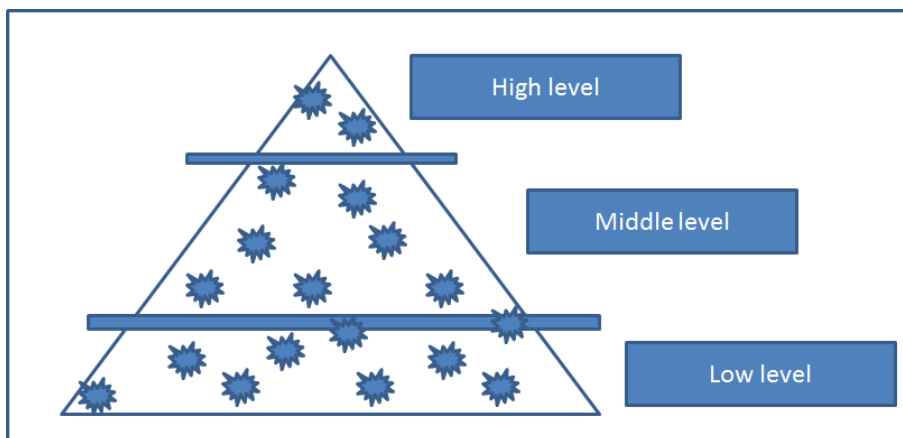


Figure 4. Dispersed corruption in Africa countries

African countries face a crisis of institutions. It is mainly due to a structural and functional disconnect, or lack of convergence, between formal institutions that are mostly

²⁹ See Nagle, John D., "Introduction to Comparative Politics: Political System Performance in Three Worlds", Chicago: Nelson Hall, 1989, pp. 193-195.

transplanted from outside and informal institutions that are rooted in African history, tradition, and culture and that generally characterize the governance of civil society.³⁰

3.1.2 Asian countries

Corruption describes a relationship between the state and the private sector.³¹

Developing Countries in Asia, where corrupt practices are detected at high hierarchical levels, creating groups of mafia secrets or secret high-security groups, where few public servants are benefited by these illegal activities (e.g. drugs, bribes, inversions, concessions, and so on).³² The state might be a poorly functioning democracy or autocracy with a weak head of state. In this case, the private power dominates the state, buying the cooperation of officials.³³ The lack of rule of law, leads them to seek extra income as inputs for these public officers, resulting in a corrupt system.

Also, in this type of corrupt practices at high- levels over time are often unhealthy, for example, conducted a change of government, public servants who controlled power refuse to leave their jobs for fear that the new public servants who hold their workplaces, to benefit the same way as they received their benefits through the use of power. That is why many public servants bribe new public servants, through transmission of information and work experiences, so together they stay in the same game of corruption, benefitting from government resources or illegal activity within the government sphere. (See Figure 5)

³⁰ See Dia, Mamadou. 1993. "A Governance Approach to Civil Service Reform in Sub-Saharan Africa," World Bank, Washington, D.C.

³¹ See Rose-Ackerman.1999. "Corruption and Government: causes and consequences and reform" Cambridge University, pp. 113.

³² Mafia is an organized crime group that provides protective services that substitute for those provide by the state in ordinary societies. In some cases, the state and mafia share the protection business and perhaps even have overlapping membership. See Gambetta, Diego. 1993.

³³ See Rose-Ackerman.1999. "Corruption and Government: causes and consequences and reform" Cambridge University, pp. 123.

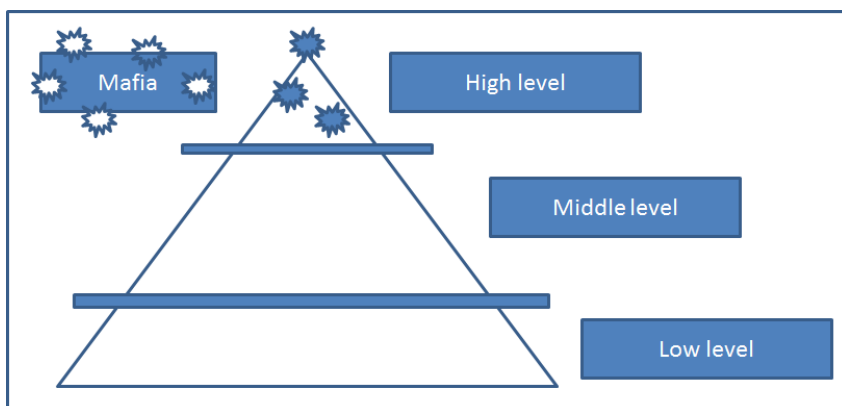


Figure 5. Mafia and high-levels of corruption in Asia countries

3.1.3 American and European countries

In European countries, corruption is facilitated by personal ties expanded as the formal structures disintegrated. The lack of understanding of public administration principles has hindered bureaucratic development in their societies.³⁴ In many cases of developing countries of Latin America, especially Mexico, where the practices of corruption by public servants are held in leadership positions or high-level hierarchical officials into each department forming the system of the government. Corruption is executed at all high hierarchical levels of governance, with the characteristic of each hierarchical level, the heads of each hierarchical area maintain connection with other heads of other upper and lower hierarchical areas, to bribes as incentive payments or personal favors, and together they help each other by receiving the government resources. This model of administrative corruption is carried out in the three levels of government in Mexico: Federal (National), State, and Municipal (Local) levels.³⁵ So, the behavior patterns of corruption of public servants are different in these three levels of

³⁴ Civil servants still feel that they have to protect their colleagues at the customs offices, rather than launch a serious inquiry into what seem to be corrupt practices by customs officials. See Rose-Ackerman.1999. "Corruption and Government: causes and consequences and reform", Cambridge University. pp. 107.

³⁵ See Government and Structure. 2011. <http://countrystudies.us/mexico/82.htm>

government, and they know how to operate this type of corruption, because if the segment of the bureaucracy is greater, then the benefits outweigh received through corruption are higher. (See Figure 6)

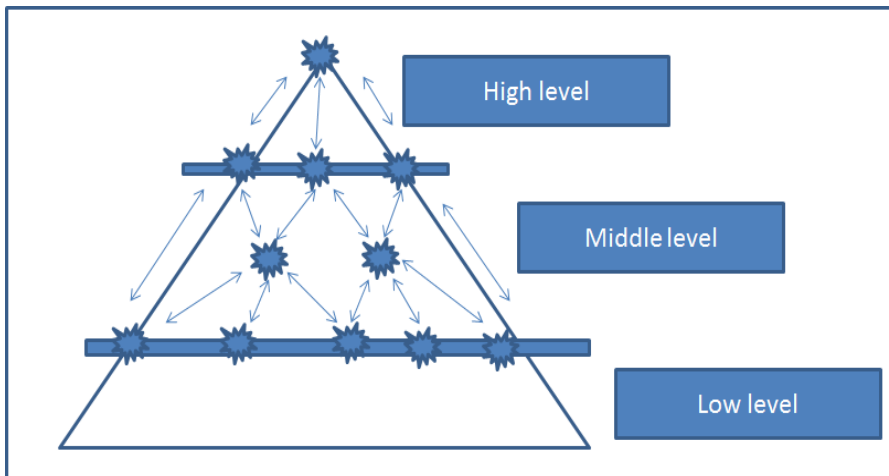


Figure 6. High-power hierarchical level into each area-department in American and European countries

Although such unlawful acts, only managed between area managers, then subordinates or employees in each area do not participate in this form of corruption on the same way, because managers have control or power to give instructions or contact with other areas. These employees are only dedicated to their job responsibilities. Therefore, the audits cannot detect corrupt practices in reviews of each area of hierarchical level, because they review the work activities of public servants of low levels, because they introduce inefficiencies in the form of additional delays and red tape, and across-agency interference.

4 Hypothesis

To test the research questions relating to this topic, we formulate a hypothesis that is based on the use of a dependent variable : Corruption and an independent variable: High-Levels, where the use of quantitative methods and analysis of data obtained through questionnaires, we will be able to analyze, and test whether this hypothesis is correct. In this hypothesis, we can derive an alternative hypothesis, where the change that occurs is the independent variable: Power, so we will try to check both hypotheses according to the results of the surveys and interviews.

4.1 Hypothesis A

Identifying the hypothesis of corruption, we will use a formula that derives as follows:

$$C = P + S + H - L - M$$

Where:

C: Corruption

P: Public Sector

S: Public Servants

H: High Levels

L: Application of Law

M: Application of Moral Ethics

Corruption is equal to the Public Sector (P), in addition to the High- Levels (H) of the Public Servants (S) minus application of Law (L) and minus Application of Moral Ethics (M). Although we could do this hypothesis formulated from this formula, from the section of High Levels (H), because that is where the behavior of public servants is influenced by the Law (L)

and Moral Ethics (M) conduct standards of honesty and professionalism, or to be manipulated through bribes and corrupt practices (C). So, if we apply the Public Servant (S) behavior according to hierarchical level, as a function of Corruption (C), we will obtain the degree analysis of the level of corruption, as it could rises to higher hierarchical levels, i.e., the highest hierarchical level, then it will be higher the level of corruption among public servants of the government sector, or the middle Level obeys the orders of the high levels, for bribes to low levels.

In other words, levels of corruption according to hierarchical levels within the system of government, if they were detected to be corrupt practices from low levels, it would be possible to reduce losses generated by the unlawful acts as bribes, but if the levels of corruption are detected at high hierarchical levels, would be very costly for the government sector to reduce corrupt practices, as this would involve paying external agencies and auditors as well as time to review the history of corruption in these areas.

This model has a pattern of corruption "ladder" and "path" because corrupt practices are implemented both vertically and horizontally without being detected by the areas of internal and external transparency. In addition, government rules do not permit reviewing to the heads of each area, because they are special areas and should be checked in case of embezzlement or so only when authorized by superiors.

4.2 Alternative Hypothesis B

Another way to analyze corruption is testing the alternative hypothesis, which stems from the hypothesis A, but with the difference that the independent variable is replaced by

Power (Pw), being that high-level have the power of decisions and orders to the lower levels.

We will use other formula that derives as follows:

$$C = P + S + Pw - L - M$$

Where:

C: Corruption

P: Public Sector

S: Public Servants

Pw: Power

L: Application of Law

M: Application of Moral Ethics

In this hypothesis, we will try to verify that Power (P w) is totally related to Corruption (C) of Public Servants (S) engaged in the Public Sector (P). This formula could be intrinsic in Hypothesis A, because if we see that the high- levels have the power to exercise a greater degree of corruption in the public sector, where it is rare not to find high- level without power. And power can be interpreted as the right to take control of decision or order to be obeyed by others.

5 Supporting Evidence

This section presents statistical data and statistical analysis of the issue of corruption, based on recent surveys. We focus on detecting the behavior of public servants in corruption cases in their work areas, previous experiences, the types of corrupt activities most common in the public sector, and profiles of public servants who fall into these illegal practices according to the culture and history that precedes such social problem in Mexico and the other countries.

To initiate a detailed analysis of corruption in a particular way, we must start from the analysis at a general sphere, in other words, as corruption is practiced from a global perspective. Global results obtained through surveys made in other countries reflect a viewpoint somewhat different with respect to the results obtained from Mexico regarding corruption, because it is very common, and worrying to detect in the Public Sector. These data shown below are descriptive and approximate the trend of corruption in the public sector, from a sample of the total population, hoping to get the conclusions derived from the approval or disapproval of the proposed hypothesis about the behavior of the public servants, and their relationships with other public officials in developing their public activities.

5.1 Quantitative Methods

Data analysis was conducted through surveys, based on a questionnaire relating to corruption, covered the four continents of the world : Africa, Asia, Europe and America (due to degree of corruption), obtaining a total of 260 samples applied to public servants working in the public sector in each country selected randomly.

The surveys were carried out from 09 to 29 November 2012.

5.1.1 Survey

A quantitative survey was planned through emailing questionnaires to public servants from different countries, after acquiring permission from the public offices where they work. Also, colleagues who work in the public sector in Mexico collaborated by providing their support for the rapid response to the questionnaires. In addition, this survey was presented to foreign students of KDI School of Public Policy and Management, who work at different hierarchical levels within the government sector of their respective countries.

5.1.2 Questionnaire

The use of a questionnaire is the key to obtaining the analytical data that will lead to a more accurate conclusion of the main topic of corruption. The questions are based on generalities and particularities of corruption topic, so that the results were highly variable according to country, and continent. The questionnaire consists of 21 questions taking 15 minutes as an average time to answer. We used three general questions on corruption topic, five questions concerning on analytical assessment of corruption, eight questions of corruption regarding to the areas of work of the respondents, and last, five questions related to personal and professional data of respondents. All these questions were evaluated before to obtaining more accurate responses to the fulfillment of the hypothesis in this thesis. (See Questionnaire in the Annex # 1)

5.2 Demographic Data

With respect to the general data of the respondents, it is important to describe the age ranges, and kind of job to which they work in the Public Sector at different countries of the world, to know the reasons for their answers, about this social issue. The statistics are explained in the tables following. An equal number of surveys were applied to African countries to meet the terms of its public servants on issues related to corruption. The answers were very relevant, since the main problem facing Africa, according to what respondents felt was: poverty derived from this economic crisis, corruption and unemployment that is affecting the vast majority of countries the world. Corruption is carried out by a group of wealthy beneficiaries and owners of land and factories that are also part of the public sector, leading to large POVERTY that exists in most countries of Africa. (See Table 1).

Table 1. Demographic Data of African countries

Continent	# Surveys	%	Country	Age	Gender	Occupation
Africa	10	20	Congo	46-50	Male	Public Servant
	10	20	South Africa	21-35	Female	Public Servant
	10	20	Uganda	21-35	Male	Public Servant
	20	40	Ethiopia	21-35	Male	Public Servant/Professor
TOTAL	50	100%				

Source: Dámaso López Lucero, Poll November 2012

The participation of respondents in the survey in the case of Korea and Asian countries was low due to the fear that the information may affect their work. The survey revealed two important points: 1) the high participation of women who work in the labor sector, and 2) the honesty and truthfulness of their answers from mid-level workers reflected that

corruption is a problem that occurs in the public sector but that causes fear to denounce or discuss this issue among employees, as they preferred to withdraw or refuse to answer such surveys. (See Table 2).

Table 2. Demographic Data of Asian countries

Continent	# Surveys	%	Country	Age	Gender	Occupation
Asia	10	50	South Korea	21-35	Female	Research Assistant
	10	50	Cambodia	21-35	Female	Academic Assistant
TOTAL	20	100%				

Source: Dámaso López Lucero, Poll November 2012

With the current economic crisis in Europe, especially Spain, respondents reflected that this crisis is a result of corruption among their governments, monarchies and kingdoms. The monarchy gets many benefits that people do not get, but also handles taxes, and income of a country to its own interests, leading to that public servants might perform corrupt acts such as bribery, extortion and money, and fraud because of this crisis. (See Table 3)

Table 3. Demographic Data of European countries

Continent	# Surveys	%	Country	Age	Gender	Occupation
Europe	20	50	Spain	21-35 / 51-more	Female	Public Servant (Account)
	10	25	UK	41-45	Male	Public Servant (Economist)
	10	25	France	36-40	Female	Public Servant (Doctor)
TOTAL	40	100%				

Source: Dámaso López Lucero, Poll November 2012

For American countries, where corruption is a common activity, the majority of respondents know of corrupt acts that occur in the government sector. Reflecting that, older and experienced respondents know more about the corruption than the young people. They show that the crimes are carried out by laundering drug money. The most important point was that the government also uses money laundering as a corrupt act to finance election campaigns, or benefit from the luxuries that many public servants use of government resources. (See Table 4)

Table 4. Demographic Data of American countries

Continent	# Surveys	%	Country	Age	Gender	Occupation
America	10	7	Antigua and Barbuda	51- more	Female	Public Servant
	10	7	Brazil	41-45	Male	Public Servant (Account)
	10	7	Guatemala	21-35	Male	Public Servant (Economist)
	10	7	Peru	36-40	Male	Public Servant (Doctor)
	110	73	Mexico	21-35/36-40/41-45/51-more	Male (70), Female (40)	Public Servant (Doctor), Public Servant (Lawyer), Public Servant (Engineer), Public Servant (Undergraduate)
TOTAL	150	100%				

Source: Dámaso López Lucero, Poll November 2012

It is noteworthy that 10 countries were randomly selected from every continent, as it was expected that not all government institutions of these 10 countries will agree to answer the survey, since such issues as corruption is very dangerous to say when we asked to public servants.

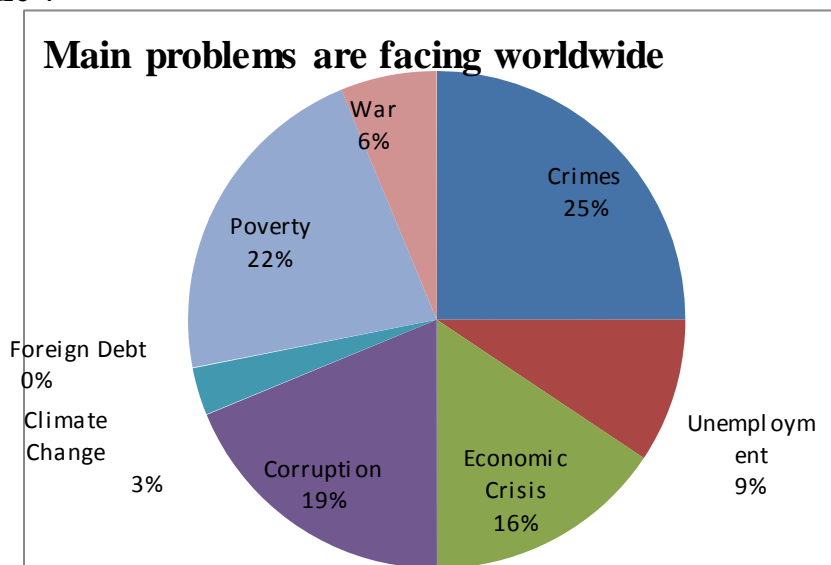
In the case of Mexico, it was possible to get more surveys applied, because the cases of corruption in the government sector are most viewed, and public servants surveyed want to reduce levels of corruption, as they are affected in their workplaces by such wrongful acts. Therefore, corruption remains a social problem so common and known to all, it is also so complicated to think and discover corrupt implementers, as there is a fear of the consequences that might cause a review to discover a corrupt public servant, because they always have more power and influence that would harm the person who denounce them. Besides that, most of the respondents think that corruption is related to money, power, managerial levels, crime, influences, and lying, all of whom say from their views and knowledge about this problem that afflicts all in the public sector in any country in the world.

5.3 Data Analysis

5.3.1 According to each continent

Globally we can see various types of problems facing the world in the struggle for equality and peace among the total population. Noting the views of respondents, we observe that corruption represent for 19% of the surveyed population, being the third most important problem the world is facing, after poverty with 22%, and before the economic crisis with 16%. Noteworthy, crimes represent the largest problem with 25%. (See Figure 7)

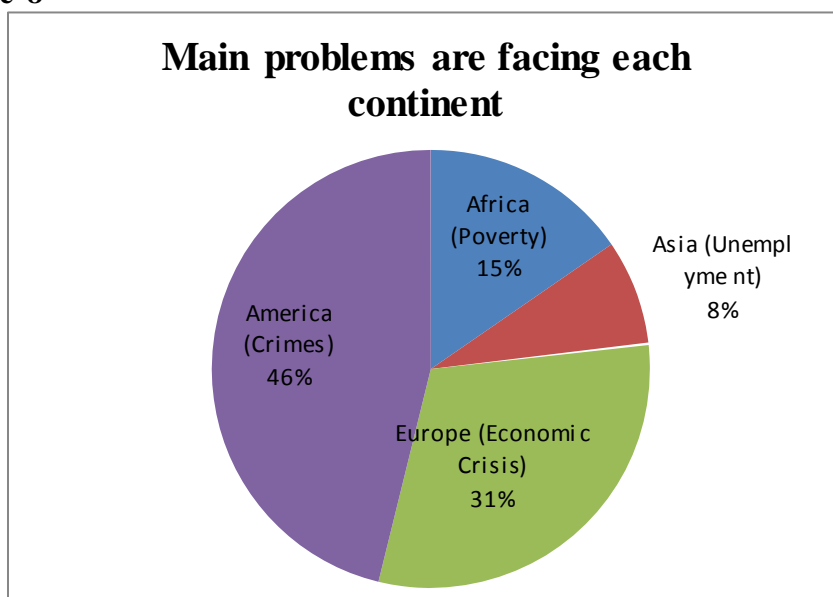
Figure 7



Source: Dámaso López Lucero, Poll November 2012.

We can also identify that America is the most corrupt continent due to crimes which represents 46% of the total, due to a result of corruption, into especially cases, the crimes of drug trafficking between countries Latin America. In this analysis, it is clear to identify the importance of detecting problems that are happening in the world today. (See Figure 8)

Figure 8



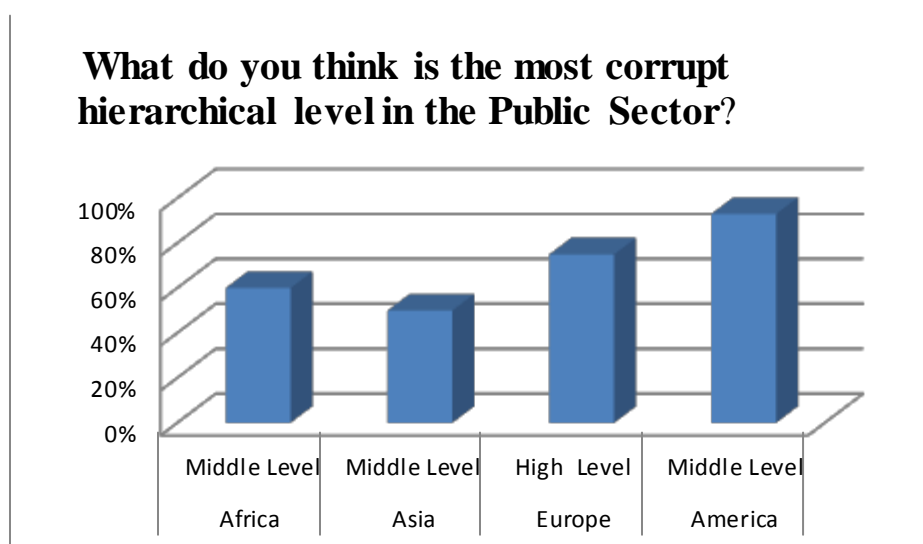
Source: Dámaso López Lucero, Poll November 2012

For the “first word that respondents think about corruption”, 27% of the total population responded by “Money” and “Dishonesty”. In American continent, 46% said that “Dishonesty” is the main word they relate to corruption. (See Annex # 4). Regarding “the most corrupt public institution”, 46% of respondents said that it is the Ministry of Security, both globally and in the American continent. The Local Level was selected by 69% of the respondents as “the highest level of corruption practices” in the overall view. However, the State Level in America was selected by 73% as the highest level of corruption practice, on the grounds that some American countries do not have the state system of government, so these data vary in responses. (See Annex # 4)

The questions provided interesting answers about the most corrupt hierarchical level within the Public Sector. The answers can disprove the validity of the hypothesis, if they are applied to the case of Mexico, which it will be tested in the next section. Globally, the

Middle-Level hierarchy was considered as “the most corrupt” with 77% of respondents. However, in Europe 75% of the respondents said that the High- Level is the most corrupt. For example, the American continent with an average of 93%, respondents explained that the Middle-Levels are the most corrupt because they are ordered by the Highest Levels have to do illegal acts instead of them, plus Middle-Levels are not reviewed by audit, because the Middle-Level does not have control and increased workload as high and low levels do. (See Figure 9). According to surveys, 46% of the respondents considered politicians as the “professional most corrupt into public sector”. Ten additional professionals working in the public sector were selected as the most corrupt such as the police by 23% and lawyers by 19%.

Figure 9

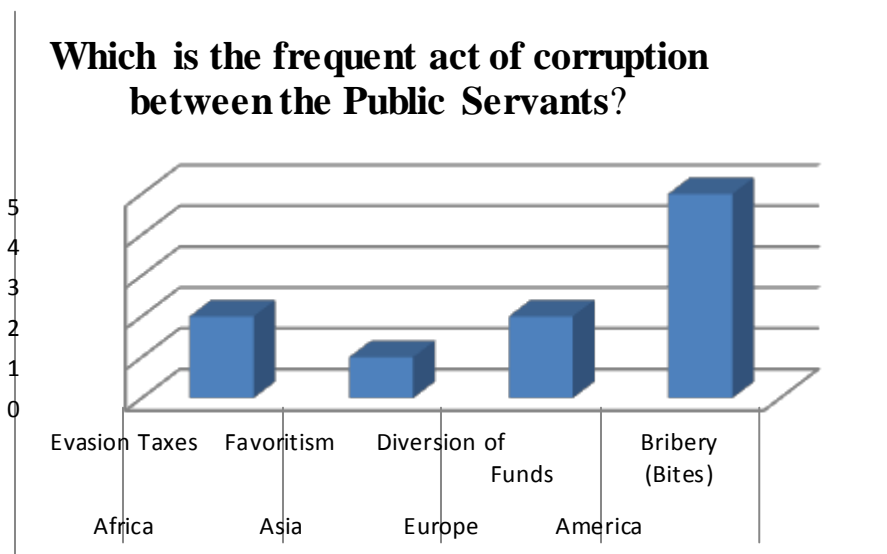


Source: Dámaso López Lucero, Poll November 2012

As for the question "most frequent act of corruption" by public servants, respondents said that 23% for both: bribery and diversion of funds were the most common worldwide. While in America, bribes account for 33% of most corrupt activity,

carried out in government because public servants can attain faster services or avoid punishment: to cut through the red tape³⁶. Although commonly thought of as bribery, this act may be a form of extortion if the public official purposefully constructs those bureaucratic obstacles so as to solicit the bribe.³⁷ (See Figure 10)

Figure 10



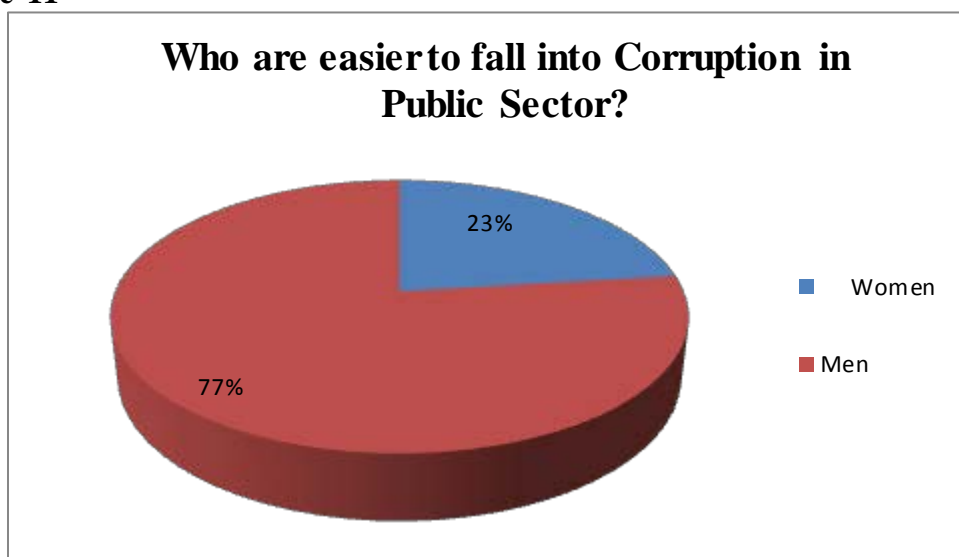
Source: Dámaso López Lucero, Poll November 2012

According to the survey, “the most likely to fall in corruption” were Men by 77% because men have high levels of power and responsibility in the institutions of government. Women, due to the level of education, culture, and the roles they take off work, are less likely to be corrupt. (See figure 11).

³⁶ See Knight, Alan. 1986. “The Mexican Revolution”, Vol 2: Counter-Revolution and Reconstruction, New York: Cambridge University press; Vanderwood, Paul J. 1981. “Disorder and Progress: Bandits, Police and Mexican Development, Lincoln: University of Nebraska Press.

³⁷ Sloan, John W., “Public Policy in Latin America: A Comparative Survey”, Pittsburgh: University of Pittsburgh Press, 1984, pp 147.

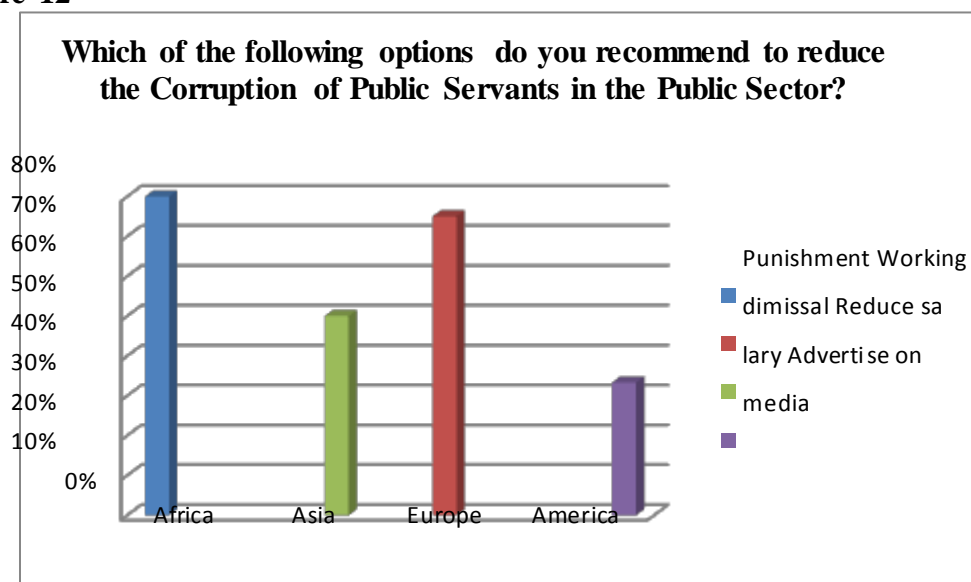
Figure 11



Source: Dámaso López Lucero, Poll November 2012

On the question regarding "recommendations to reduce corruption" in the public sector, it is very important to analyze the variety of opinions according to each continent, because the laws that govern them and customs determine how to reduce corrupt practices among public officials. We can see from the chart below that 80% of the African continent's public servants drew "Punishment" as the best method to reduce corruption; while in Asia 50% of them drew "Reduce salary"; in Europe, they suggested "Working dismissal"; and finally, in the American continent, they endorsed "Advertise on Media" to affect the reputation and professional image of the bad behavior of a public servant, as the best way to reduce levels of corruption in public sector. (See Figure 12).

Figure 12



Source: Dámaso López Lucero, Poll November 2012

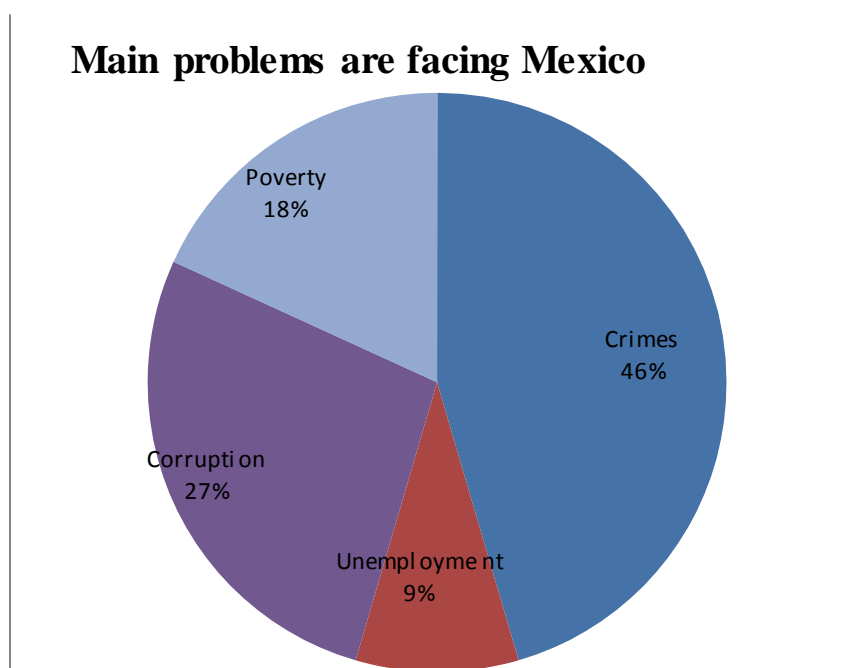
5.3.2 According to Mexico

As afore runner of the current world situation, in terms of social problems such as corruption, we observed that corruption is more than a violation of law or an illegal practice, but also, it is part of a custom or culture of a society that uses corruption as a means to achieve a goal through the wrong way. Mexico is no exception to this social cancer that is affecting not only the country's economy, as it was few years ago, but also corruption has covered most areas of involvement in the field of security, education, health, etc., both in the public and private sectors, and all levels. (See Annex # 5).

It is worrying as the numbers of answers of respondents assigned to the Corruption as part of a big social problem in Mexico, because Crimes were indicated with 46%, as the main problem facing Mexico, followed by Corruption at 27%. It is noteworthy that the Crimes in Mexico are linked to the business of drug trafficking and black market trading of

drugs from South America, so it is a form of corruption disguised as illegal acts outside the public sector, but in reality, politics and organized crime (drug trafficking) are allies for economic and personal benefits of both parties. (See Figure 13)

Figure 13

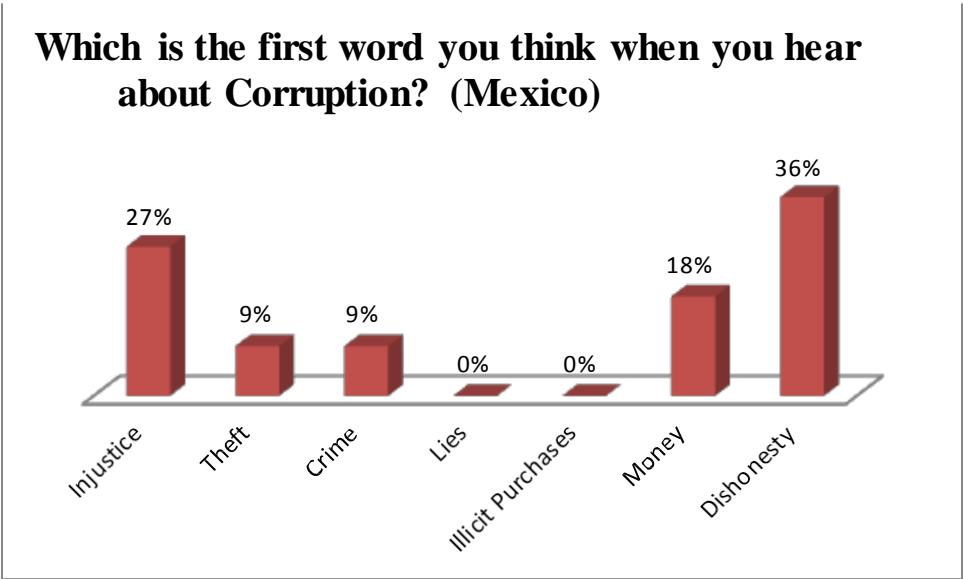


Source: Dámaso López Lucero, Poll November 2012

Just as the Dishonesty with 36%, Injustice with 27%, and Money with 18% were “the first word” that relate Mexican public officials with corruption, as they often exercise unethical acts to achieve a goal own benefit, and unfair to the public sector in which they work. As for the relationship with the word : Money, (See Annex #5) in Mexico there are low-paying jobs, professions inequality that do not meet the profile of public servants who have attained a college degree or postgraduate academic, and they usually fall in corruption acts because it is the easiest way to get extra money. Besides, most of the public servants have friends or relatives that protects them from any problem that occurs illegally, so government

ethics rules are not met, and audits are limited regarding reviewing some public officials that should have been audited. (See Figure 14). A surprising survey result was that 100% of respondents knew about corruption in the public sector. Unfortunately, everyone knows of corruption but very few of them care for complaining or reduce the frequency of corrupt acts in their areas of work, for fear of being removed from their jobs or punishment.

Figure 14

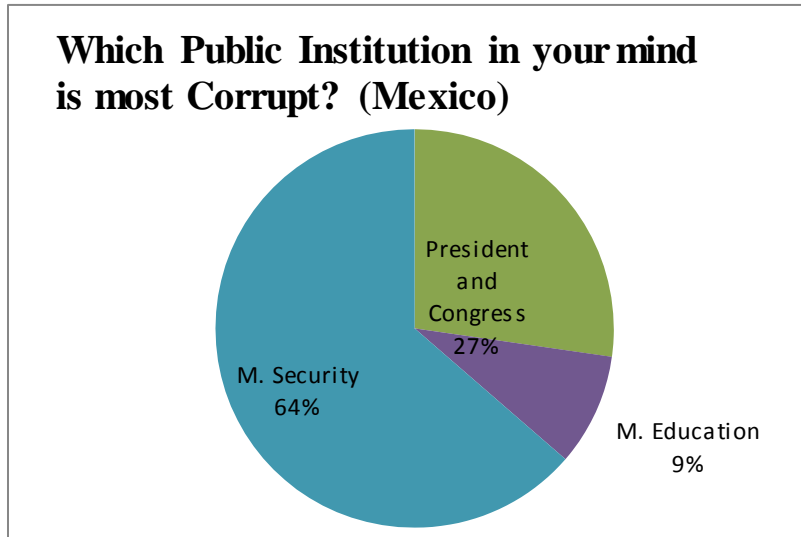


Source: Dámaso López Lucero, Poll November 2012

When respondents were asked about “the most corrupt public institutions”, they said that the Ministry of Security (also co-named “Ministry of Public Security” in Mexico) was the most corrupt with 64 % of the total, and they explained that this Ministry is fighting against the organized crime (drug trafficking), but it is known that they are linked with politicians and drug traffickers who make agreements with each step of the drug by the various states and cities of Mexico, and politicians acquire large sums of money (money laundering) for preventing the police from watching certain regions of the country where the drug is being

marketed in Mexico. (See Figure 15). Secondly, respondents said President and Congress with 27% are being the most corrupt public institution in comparison with other public institutions. Here is where there are politicians and senior government levels; they emit the laws and orders that have to meet the rest of the country's public institutions.

Figure 15



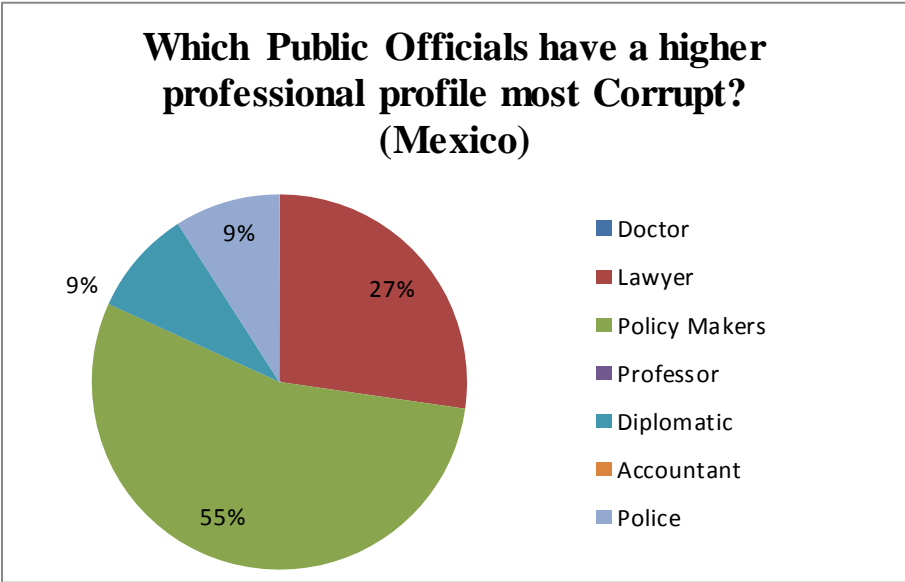
Source: Dámaso López Lucero, Poll November 2012

Besides the fact that the vast majority of politicians do not have the professional profile for holding office in Congress or President, they do not know the laws, and are easy to fall in corruption. The advantages they gain are high salaries by being politicians, through the abuse of the ignorance of Mexican society, getting benefits for themselves, and some are in collusion with drug traffickers. 55% of respondents thought that Policy Makers are the most corrupt profession in the categories of public servants, Lawyers were in the second place by 27%, and the 3rd place was Police representatives by 9%. Because most of them work in Presidency and Congress, and Ministry of Security, where corrupt activities are more frequent and related to

crimes and money laundering. (See Figure 16). The Ministry of Education was the third most corrupt public institution in Mexico with 9% of the respondents, because there are the unions and business groups, more numerous and important in Mexico.

Internally in this Ministry, public servants organize a series of corrupt activities such as sales and purchases of jobs for teachers, general violations of labor law, favoritism intended for juniors of Policy Makers, licensing of false professions, etc. (See Figure 16).

Figure 16

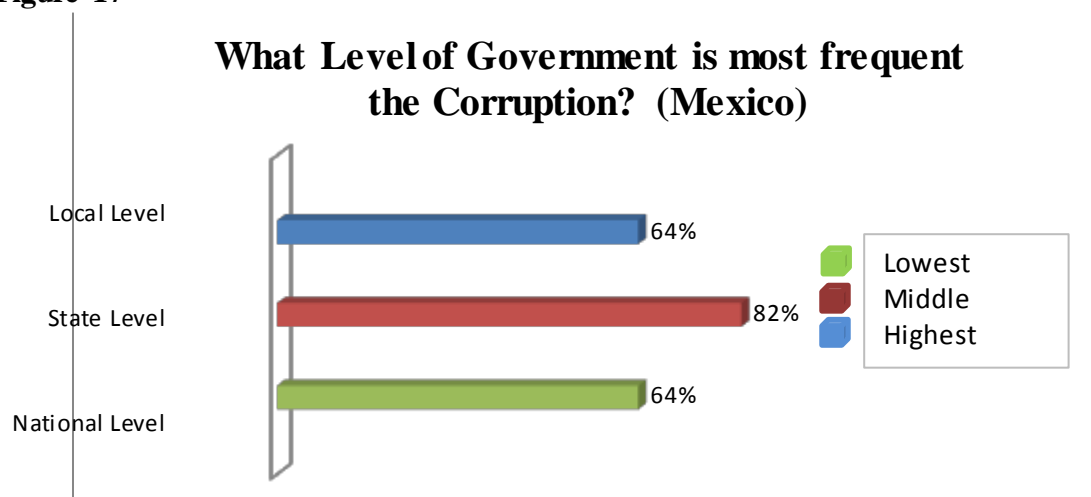


Source: Dámaso López Lucero, Poll November 2012

Within the Levels of government where corruption is most frequent, we obtained different results; 82 % of the respondents said that the State Level is the most corrupt, the Local Level was selected as the 2nd most corrupt by 64% of respondents; and finally the least corrupt was the National Level by also 64%. This is interpreted as follows: the National Level have many audit reviews, because it is at this level that have the main public

institutions of the public sector, this level is always under detection to prevent from falling into corrupt activities, compared to the Local Level, where monitoring and surveillance is poorly made. Therefore, it is easier to make corruption by public servants. The State Level got more frequent votes of being corrupt, it is justified because State Level is between Local and National Level, and so they tend to have less control over their own activities, but controlled locally and receive orders from national level. (See Figure 17)

Figure 17



Source: Dámaso López Lucero, Poll November 2012

Similar results were obtained when the question was “which is the most corrupt hierarchical level”. The Middle- level is the most corrupt according to 100% of the respondents, because although the Middle-Levels do not have the full power and influences, they are manipulated by the leaders and presidents of the Higher Levels through orders and activities assigned to them. In addition, they participate in the collusion of corrupt activities and secrets in order to obtain protection and, in the future, a High-Level position, as they know

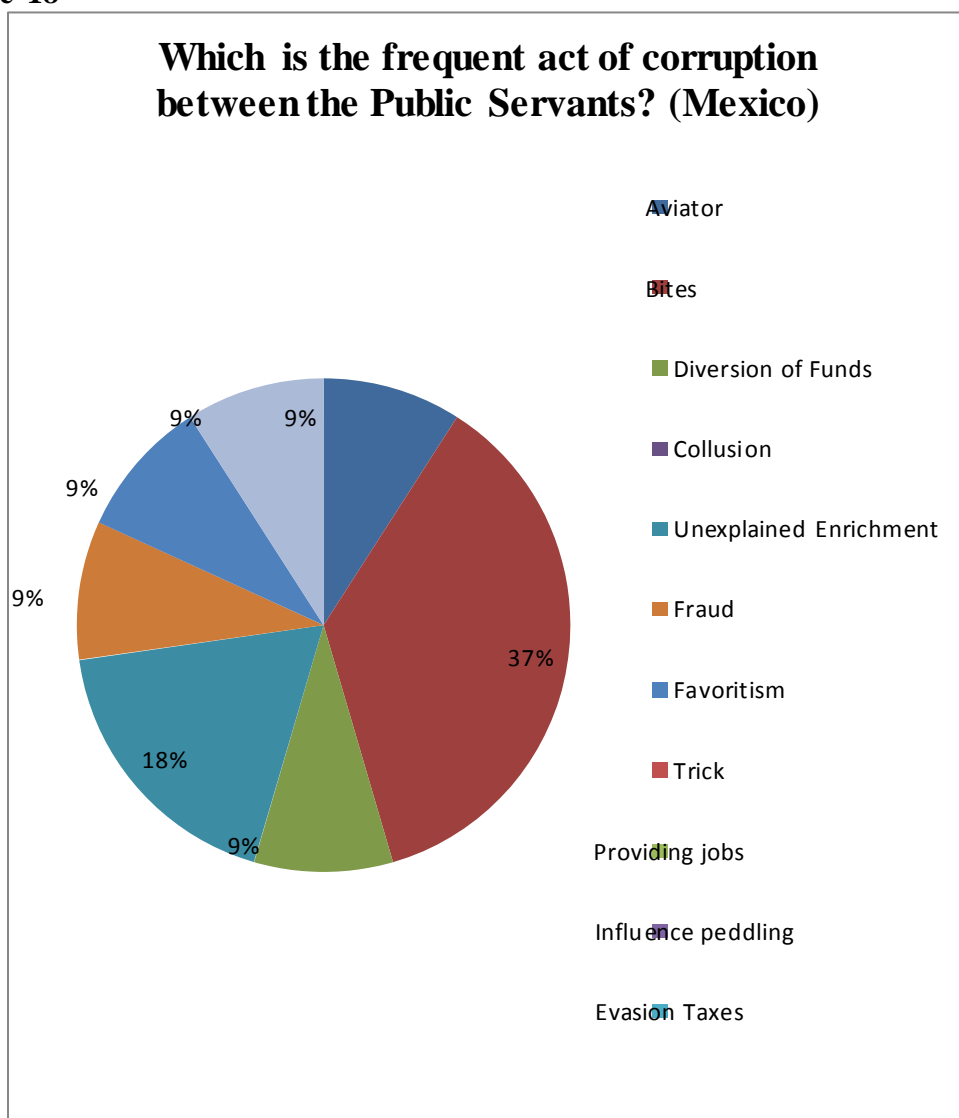
the management of this type of illegal activity. The High and Low Level were selected by 82% to be the most corrupt, but the High Level is more corrupt regarding the extent and degree of corruption compared to the Low Level according to the survey.

There are several known ways to make corrupt activities in the public sector. Mexican society identifies each activity by a name, as in the case of "Mordida" (bites) that identifies bribery payments made by malicious for a service that requires to be carried out sooner or obtained in a short time, or to avoid a penalty or punishment. This illegal act is very common among traffic police, or offices of tax payments. Other case is "Aviator" (Aviator), a public servant who is paid a salary without going to work, so- called ghost workers. These cases occur when public servants have registered in salary payments to elderly, sick, or even dead, in an Institution Public.

Also, every six years, with the change of president, it is very common for politicians and high officials to make use of Favoritism using the "Compadrazgo" or "Padrinazgo" where they encourage friends and family to work in a job without having a professional profile, provide personal requests through recommendations by others, or manipulating other policy makers through their power to prevent a payment or issue through influence peddling. This is how corruption may benefit oneself, one's family, one's friends, or acquaintances, an ethnic group, an institution or even a cause.³⁸

³⁸ See Murray, William K. 1984. "Prospects for the Moral Renovation Campaign," American Graduate School of International Management.

Figure 18



Source: Dámaso López Lucero, Poll November 2012

In the survey, public servants said “the frequent act of corruption” among public officials was Bribery (37 %), followed by Unexplained Enrichment (18%), Diversion of funds and Collusion (9%, each), as both are very connected to corrupt acts performed together, and are related to drug trafficking. (See Figure 18). It is common for public servants to experience some corrupt activities, from Forgery to the Diversion of funds. So, respondents were very

careful in answering these questions, because some of them described as dangerous as they were wary of the seriousness of these surveys and the thesis project that we are developing in.

Table 5. Personal opinions of corruption to 110 respondents in Public Institutions in Mexico

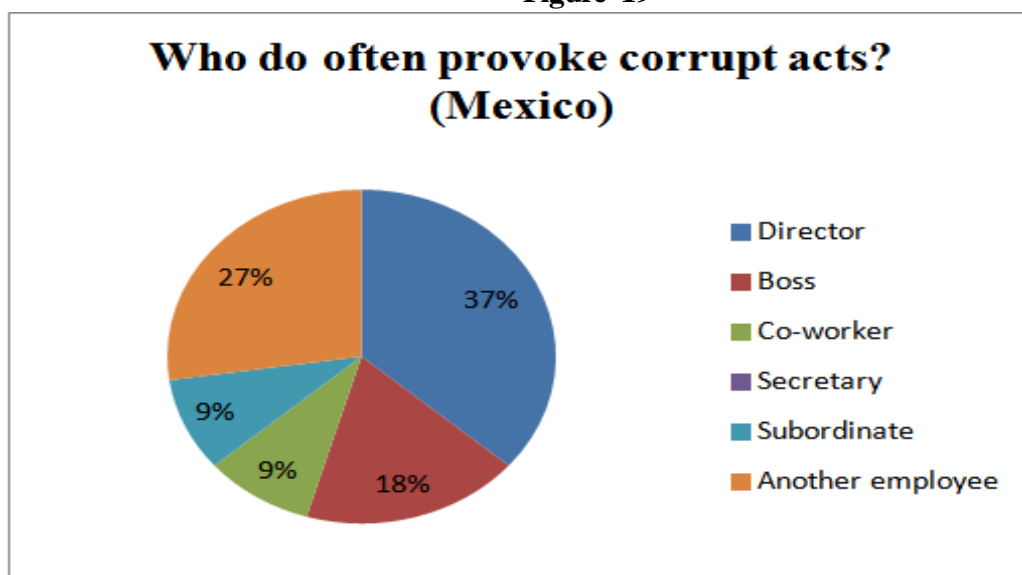
#	QUESTION	FINAL RESULTS	
		YES	NO
3	Do you know about Corruption in Public Sector?	100%	0
9	Have you seen any Corrupt act in your work area?	55%	45%
11	Have you seen Corrupt acts in other areas in your Public Institution?	55%	45%
12	Have you complained when you found acts of corruption in your work area?	27%	73%
15	Public Institutions penalized the Official Servants who fall into Corruption?	27%	73%

Source: Dámaso López Lucero, Poll November 2012

The responses in Table 5 reflect the real opinion of respondents towards corruption in their workplaces. We can see that all respondents (100%) know what is corruption in public sector, as corruption takes place, and the reason for corruption actions, although they have not been involved in any corrupt act. Also 55% of respondents said they had seen at least one corrupt act in their work area or in other areas of their public institutions, although they clarified that they did not involve in it; but they saw who caused corrupt acts, e.g., 37% said the

Director is the one who had caused corruption, because he has the power to give orders to his employees. These levels as managers are poorly reviewed by audit and accountability areas for the information they manage. Second, Other Employees (27% of respondents), because it is easier to justify that other employees fall into the corrupt acts than the same co-workers whom are in the same area. The Boss was selected by 18%, as the cause of corrupt acts, since the Boss has the right to take orders from Higher-Levels, and give orders to lower levels, keeping protected and sheltered from the other employees involved in corrupt acts. (See Figure 19)

Figure 19



Source: Dámaso López Lucero, Poll November 2012

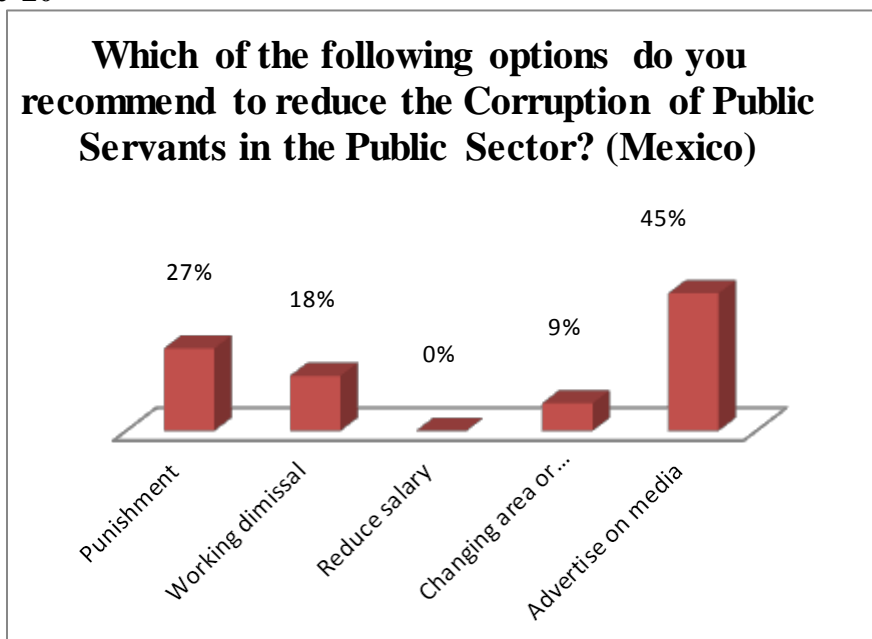
Also, 73% did not complain when they witnessed acts of corruption in their workplaces, for the fear of losing their jobs or being punished with overwork or reduction of their salaries, as they filed complaints that do not apply to correction, because it is thought that the public servants are damaging the reputation of another co-worker, and for this reason, 73% of respondents said that public institutions have not penalized the public servants accused by

corruption. Many respondents said that they do not complain because they did not have evidence to prove the corrupt act, and it is very difficult to obtain, because they need time and witnesses to verify the corrupt act to the complaints office.

The main reason why public servants do corrupt acts in their work areas was “Money” (55% of respondents) due to the inequalities of work, low wages and personal economic problems. Public servants perform corrupt acts as a way to get extra income for their personal needs, although they know that it is illegal. However, they also know that they will not be identified by audits. Secondly, 36% said “Personal Benefits” such as project authorization, scholarships, obtain permits, obtain recognition of work, etc. And 9% said “Get a better Job or Salary” as it means that the public servant will receive more pay and power, and will cover their needs. (See Annex # 5).

Regarding “the best way to reduce corruption”, 45% of respondents recommend “Advertise on media”, since the culture of the good image and reputation is essential to keep a job or move up to high- levels in the public sector, and that the recruitment of a government employee is based on personal history and good conduct. Normally, when a public servant falls in corruption, it is not reported to other areas or other public institutions, so you do not know the illegal activities done by a corrupt public servant, but if it is published in the media, the public servant is likely not be employed in the public sector again, and have negative background to work, discrediting his image. (See Figure20)

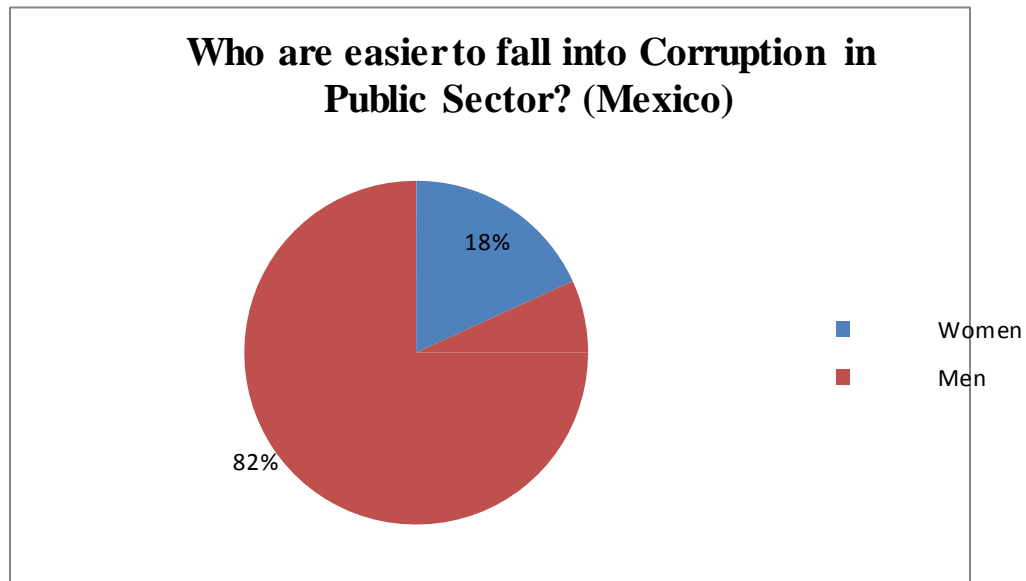
Figure 20



Source: Dámaso López Lucero, Poll November 2012

Punishment (27%) was other recommendation to reduce corruption, and the withdrawal of work (18%) would be an ideal recommendation for those public servants who make corruption, to not share ideas about corruption with other colleagues, and to not continue to pollute the good actions of honest public servants. Men were thought by 82% of respondents to be easier to fall in corruption than Women (18%), because most High-Levels are men; they are the ones who have more experience and relationships with other areas and public institutions. Therefore, since ancient times, the man is linked with power, and has been part of the history, culture and accountability that is the man who is the creator of corrupt acts to meet his needs, and get more power. (See Figure 21)

Figure 21



Source: Dámaso López Lucero, Poll November 2012

6 Discussion

The results of the survey shown in the previous chapter reflect the trend that actually corruption in the public sector is determined by the patterns of behavior of public servants who act against their own moral rules or professional ethics, to get extra income (in most cases) or to obtain any personal benefit. Looking at other points of view of authors who have studied corruption topics, we can assume that corruption depends on what point of view is being analyzed. It can be focusing on the effects of corruption and its consequences, because the surveys can be confusing when they are not defining corruption through statistical data and interpretations.

Corruption affects the economic development of a country, if we analyze from the economic point of view. Also, from a cultural point of view, it affects various social customs. In addition, from the governmental point of view, it affects the centerpiece of the country. Hence, the survey included multiple kinds of questions about corruption in the levels of government, from lower hierarchical levels to high levels, from large bribes, even higher percentages of profits obtained by a public servant. (See One Example Annex # 2).

Corruption would not exist without the rules of ethics or moral values that human beings use in their daily lives, these rules prevent us from falling into illegal acts or violations of law, because they lead to punishment or penalty. We do not think there is justification or grounds for public servants to carry out corrupt practices in public sector management system, because in any system of government there are government regulations. If public servants do not act with such corrupt acts, then the economic, social and cultural development of a country

improve and obtain the desired results for global progress.

The survey results reflect a more accurate picture of the behavior of public servants in corruption in the public sector, from different points of view on the national and international level. We could observe that corruption exists everywhere in the world, only with a different way of doing it, and for different reasons than do public officials. Interestingly, although all human beings are vulnerable to corruption, men were considered easier to fall in corruption. Similarly, although all levels practice corruption, the Middle-level was considered the most involved in it, especially those who are in the State-level of the government.

There is no assessment of what type of corruption is more frequent or less frequent, as it depends on the culture and the country, where it has the importance of corruption to be more frequent, depending on whether the goal is to achieve an economic benefit or professional. The most corrupt public institutions and professionals are related to the type of activity carried out by public servants, and the levels of monitoring and surveillance carried out in every public institution.

As part of the survey results, we compared the response data according to the continents showing the answer selected by the highest number of respondents and their percentage, as shown in Annex # 4. Similarly, Mexico survey results were showed in Annex # 5. These results allow us to determine how corruption affects different parts of the world, and the different views that public servants have regarding other public institutions. For example, the responses to question #16 that refers to the recommendations to reduce corruption varied among different continents. In Africa, 80% of respondents suggested punishment as the

best option to reduce corruption. In Asia, 50% of them chose punishment and salary reduction. In Europe, they recommend dismissal from work, while in America they decided to denounce corrupt public servants in the media.

CONCLUSIONS

After analyzing the patterns of corruption carried out by public servants in the government sector, we would conclude the following:

1. Corruption is a result of lack of ethics and moral principles held by government officials, where the cultural, economic, political and social approach invite the imposition of private interests over public interests, taking charge of hindering the solution of other.
2. Mexico, with a political system where the President, Politics Makers, and the Police have been the tripod of the decisions of a country, corruption was developed as a part of the normal activity of the upper hierarchical levels. Public servants were infected by large bribes that presidents and colleagues used from the resources of the nation, and that resulted in patterns of behavior of his officers as changing honest attitudes by corrupt attitudes.
3. Corruption is a cultural heritage from our past politicians; they let us practice forms of corruption. Although these days, with the advance of technology and computers, these methods of corruption, are more sophisticated, which makes public servants can get benefit economically and politically with the push of a button.
4. According to surveys presented to other countries and in this case to Mexico (case study), these data show a reflection of the corruption in the Mexican government system where most bureaucratic institutions operate with corrupt practices by public servants who are the managers of government activities dominated by their ambition for power and profit.

5. Bribery and Diversion of Funds are the most commonly used practices of corruption in the public sector by their government officials on the world. The patterns of behavior of public servants have increasingly shifted from verbal communication to personnel management. The attitude of public servants is more strict and authoritarian, demanding to be paid what they request, so that administrative procedures are carried out as a return of favors. According to the hierarchical levels, these bribes are more common among the heads of each area that send committees to middle levels, where they themselves make their corrupt acts, and also, they keep their secrets of illegal practices among them.

In a developing country like Mexico, where the complicity of public servants of upper or lower hierarchical levels are in cahoots to make corrupt practices where both "win", it will be difficult to achieve economic progress of Mexico both nationally and internationally. The areas of auditing and transparency should be more neutral to be part of the governance system, because if they belong to the same bureaucracy, they themselves could fall into the prejudice of corruption, for not reporting the status of a senior official, or of a Public Institution.

6. Corruption is incongruence between the behavior of the public sector personnel and the dictates of its legitimizing ideology that may take one of three forms: the behavior may respond exclusively to private interest concerns or it may parallel the objectives of the public sector's or competing social organizations.

7. The hypothesis in this thesis validates three important points:

- a. Public servants with high levels are the most corrupt, but through the middle levels, not to take responsibility for a Chief or Director to be convicted by corruption on them. (Hypotheses A)
- b. Power is related to the management levels within the government sector, because they can perform illegal acts with the authority of giving orders to other public servants, without being heads of departments. For example the advisors or policy makers who have enough information about one public office can be the controllers of the directors or high hierarchical levels. (Alternative hypothesis B)
- c. The main reason that public servants make corruption is Money.
As through power, high levels and politicians seek to protect their economic interests, and control the domain and ambition they have within the public sector. (Justification of Hypotheses A and Alternative hypotheses B)

Recommendations

From the results of the survey and the analysis of the data obtained, we can recommend the following:

- Improve the Anti-corruption Reforms in the Public Sector to reduce the corrupt acts.

Every public institution should review and improve the government regulations that will allow them to monitor and track activities periodically, and work on the reduction of corrupt practices in each area at each hierarchical level.

- Establish period of assessment of the Labor Internal Manuals.

The Labor Internal Manuals indicate the moral and ethical rules to be observed by public servants in their activities within their workplaces. And also specify the sanctions and penalties that would take public servants who violate labor rules, with the aim of improving their behavior to avoid falling into corrupt acts.

- Reduction of salary or dismissal from work, although advertisement on media was a better option to know the corrupt public servants.

Sanctions and punishments applied to public servants who practice corruption should be appropriate, not to let them happen again. So, according to what respondents suggested, publication in media would be the ideal way to reduce the level of corruption in public institutions.

- Computerized campaigns to accept complaint regarding corruption through networks of government

Using computer resources to invite public officials to report corrupt acts in their work areas or other public institutions, as it would be a good means to detect public servants and the areas where they perform acts of corruption; and, also to implement a website, where employees can make complaints and suggestions of the attitudes of public servants anonymously, to improve the treatment and working conditions.

APPENDICES

ANNEX # 1

Questionnaire

These questions about the issue of CORRUPTION in the Public Sector are performed in order to evaluate the responses to test the hypothesis proposed on thesis, so their responses will be handled confidentially.

Be honest in your answers and you will not spend more than 15 minutes to complete this questionnaire.

1. Rank the following problems facing your country from the most important (8) to the least important (1) on a scale from 1 to 8.

Crimes	_____	Unemployment
_____	Economic	Crisis
_____		Corruption
_____	Climate	Change
_____	Foreign	Debt
_____		Poverty
_____		War
_____		Other

2. Which is the first word you think when you hear about Corruption?

Injustice	_____	Theft
_____	Crime	_____
Lies	_____	Illicit
Purchases	_____	Money
Dishonesty	_____	_____

3. Do you know about Corruption in Public Sector?

Yes _____ No _____

4. In your country, which Public Institution in your mind is most corrupt? On a scale from 1(lowest) to 7 (highest).

Ministry of Finance	_____	Ministry
of Foreign Affairs	_____	President and
Congress	_____	Ministry of Education
(unions)	_____	Ministry of Security (police)
_____	Ministry of Economy and Development	
_____	Ministry of Health	
_____	Other	_____

5. At what Level of Government is most frequent the Corruption? On a scale from 1 (lowest) to 3 (highest).

Federal (National) Level _____

State Level _____

Municipal (Province or Local) Level _____

6. What do you think is the most corrupt hierarchical level in the Public Sector? On a scale from 1 (lowest) to 3 (highest) . And explain Why?

High Level _____ Why? _____

Middle Level _____ Why? _____ Low

Level _____ Why? _____

7. Rank the following Public Officials, which of them has a higher professional profile most corrupt? On a scale from 1 (lowest) to 11 (highest).

Doctor _____ Lawyer _____

_____ Policy Makers (Congress) _____

Professor _____

Diplomatic _____ Accountant _____

_____ Police _____

Economist _____ Administrator _____

(Manager) _____

Engineer _____

Computer Systems Manager _____

8. What is the frequent act of corruption between the Public Servants? Rank on a scale from 1 (lowest) to 13 (highest).

___ “Aviador” (aviator) = Workers who are paid a salary without going to work.

_ “Mordida” (bites) = Bribery (Make payments on the sly for a service that requires to be carried out sooner or obtained in a short time, jumping normal times, or to avoid a penalty or punishment.)

_ Diversion of funds through use of government budgets for projects that are not completed or used a lesser percentage, and the rest for personal accounts.

_ Collusion (Keeping secrets from unlawful acts such as stealing, misuse of information, personal payments).

___ Unexplained enrichment through illegal activities (drug trafficking) or Government money.

___ Fraud (contract for services that are not paid and were performed).

___ Favoritism or benefits to friends and family (“Compadrazgo o padrino”).

___ Trick (commit an activity that will not meet during labor service).

___ Providing jobs without the professional profile.

_ Influence peddling (allowing them to be installed in prohibited places, receiving payments for use of place).

_ Evasion Taxes (manipulating government information system to record lower income or not income).

___ Sexual services for promotion to a job or higher salary.

___ Manipulation of influences (high-powered people known) to avoid problems or obtain personal benefits.

9. Have you seen any corrupt act in your work area?

No _____ Yes _____

Explain, what kind of corrupt was that (Mention some above)? _____

10. Who provoked this act of corruption?

Director _____ Boss _____

_____ Co-worker _____

Secretary _____ Subordinate _____

_____ Another employee _____

11. Have you seen corrupt acts in other areas in your Public Institution?

No _____

Yes _____

Which areas at? _____

12. Have you complained when you look at acts of corruption in your work area?

No _____ Why not? _____

Yes _____ To whom? _____

13. What is the main reason which Public Servants are doing corruption acts in their areas?

Money _____

Avoid spending time _____ Avoid _____

punishment _____ Avoid _____

mandatory payments _____ Personal _____

benefits _____ Get a better job or _____

salary _____

14. Who are easier to fall into Corruption in Public Sector?

Women _____ Why? _____

Men_____Why?_____

15. Currently, your Public Institution penalizes to Official Servants whom fall into Corruption?

No_____

Yes_____ How does it do that?_____

16. Which of the following options do you recommend to reduce the Corruption of Public Servants in the Public Sector?

Punishment _____ Working
dismissal _____ Reduce Salary
_____ Changing area or Public Institution
_____ Advertise on media

17. Which is your occupation?_____

18. Which is your level of job in your Public Institution?

High Level _____ Middle
Level _____ Low Level

19. Which is your highest level of education?

High School _____ College
_____ Graduation of Professional
School _____ Master
_____ Ph.D.

20. Choose your age between these intervals.

21 – 35 _____
36 – 40 _____
41 – 45 _____
46 – 50 _____
51 – more _____

21. Choose your gender Female

_____ Male

== Thank you for your cooperation ==

ANNEX # 2

One example of corruption in México

Industrial Company Pollutant

We mention one example of bribery in Mexico. An industrial enterprise is detected with high levels of pollutants in the air, so that the Ministry of Environment sent a public servant to make revisions in the laboratories and pollutant emissions of the industrial enterprise. The company, to avoid paying a large sum of money in fines for the contamination effects in the air, it prefers to give an economic bribe to public servant, for he issue a report without pollution problems to the Ministry of Environment. But the public servant should be wary of corrupt behavior, and that he may lose the job if he is discovered by the government, so that he will request more bribe to get more extra income, and ensure that the Ministry not make another revision.

On the other hand, if the bribe requested by the public servant is high enough to cover the fine for the industrial, then industrial companies prefer to pay the fine to the government, instead of paying bribes to public servant, as it is better pay a debt to the government instead of corrupt practices. In this example, it will depend on the behavior of public servants whether to accept the bribe, or act ethically, as it is common that economic ambition motivates us to act outside the law to earn extra income.

ANEXX # 3

TRANSPARENCY INTERNATIONAL

Corruption perception Index 2012

Principal 174 countries

Country Rank	Country / Territory	CPI 2012 Score	Surveys Used	Standard Error	90% Confidence		Scores range	
1	Denmark	90	7	2.0	87	93	83	98
1	Finland	90	7	3.0	85	95	83	100
1	New Zealand	90	7	2.2	87	94	83	98
4	Sweden	88	7	1.9	85	91	82	97
5	Singapore	87	9	2.1	83	90	79	99
6	Switzerland	86	6	2.6	81	90	73	90
7	Australia	85	8	1.1	83	86	80	89
7	Norway	85	7	1.6	82	87	78	89
9	Canada	84	7	2.2	80	87	74	89
9	Netherlands	84	7	2.0	81	88	73	89
11	Iceland	82	6	4.1	75	89	71	98
12	Luxembourg	80	6	2.8	75	85	71	89
13	Germany	79	8	2.3	75	83	73	89
14	Hong Kong	77	8	1.9	74	80	69	83
15	Barbados	76	3	6.7	65	87	66	88
16	Belgium	75	7	2.4	71	78	71	89
17	Japan	74	9	2.3	70	78	57	79
17	United Kingdom	74	8	1.3	72	77	69	81
19	United States	73	9	4.1	66	79	50	89
20	Chile	72	9	2.1	69	76	63	82
20	Uruguay	72	6	1.5	70	75	69	79
22	Bahamas	71	3	1.0	70	73	69	73
22	France	71	8	2.4	67	75	57	79
22	Saint Lucia	71	3	0.8	70	73	70	73
25	Austria	69	8	2.4	65	73	59	79
25	Ireland	69	6	3.5	64	75	54	78
27	Qatar	68	6	6.4	58	79	49	89
27	United Arab Emirates	68	7	4.3	61	75	54	86
29	Cyprus	66	4	2.4	63	70	62	71
30	Botswana	65	7	1.9	62	68	60	72
30	Spain	65	7	2.9	60	69	52	73
32	Estonia	64	8	3.0	59	69	50	75
33	Bhutan	63	3	3.6	57	69	58	70
33	Portugal	63	7	2.5	59	67	54	73
33	Puerto Rico	63	3	4.9	55	71	54	71

36	Saint Vincent and the Grenadines	62		3	5.6	53	71	54	73
37	Slovenia	61		8	3.9	55	67	45	73
37	Taiwan	61		7	3.9	54	67	50	79
39	Cape Verde	60		4	3.8	54	67	52	70
39	Israel	60		5	2.9	55	64	52	68
41	Dominica	58		3	2.3	55	62	54	63
41	Poland	58		10	2.0	55	62	47	65
43	Malta	57		4	2.4	53	61	52	63
43	Mauritius	57		5	3.5	51	63	52	71
45	Korea (South)	56		10	2.4	52	60	47	67
46	Brunei	55		3	9.1	40	70	41	72
46	Hungary	55		10	3.5	49	61	37	71
48	Costa Rica	54		5	7.0	43	66	31	71
48	Lithuania	54		7	5.3	45	63	31	71
50	Rwanda	53		5	6.3	42	63	40	77
51	Georgia	52		6	6.0	42	62	32	70
51	Seychelles	52		4	8.0	38	65	32	71
53	Bahrain	51		5	4.1	44	58	36	61
54	Czech Republic	49		10	2.9	44	53	34	62
54	Latvia	49		6	4.0	42	55	31	58
54	Malaysia	49		9	3.4	44	55	31	62
54	Turkey	49		9	2.1	45	52	38	57
58	Cuba	48		4	4.1	41	55	36	54
58	Jordan	48		7	3.1	43	54	36	57
58	Namibia	48		6	3.5	42	54	38	63
61	Oman	47		5	7.6	35	60	32	75
62	Croatia	46		8	3.1	41	51	32	54
62	Slovakia	46		8	4.3	39	53	30	62
64	Ghana	45		9	3.8	39	51	28	58
64	Lesotho	45		5	4.6	38	53	37	63
66	Kuwait	44		5	3.9	37	50	32	52
66	Romania	44		8	3.7	38	50	32	60
66	Saudi Arabia	44		5	6.4	34	55	32	69
69	Brazil	43		8	3.3	38	49	31	58
69	Macedonia	43		6	4.7	35	51	21	50
69	South Africa	43		9	2.5	39	48	32	55
72	Bosnia and Herzegovina	42		7	2.3	38	46	35	54
72	Italy	42		7	2.4	38	46	37	55
72	Sao Tome and Principe	42		3	5.0	34	50	32	47
75	Bulgaria	41		8	3.8	35	47	29	62
75	Liberia	41		7	3.9	35	47	28	55
75	Montenegro	41		4	4.5	34	49	32	53
75	Tunisia	41		7	2.8	36	45	28	50
79	Sri Lanka	40		7	1.3	38	42	35	44
80	China	39		9	2.9	34	43	28	55
80	Serbia	39		7	2.6	35	44	31	49

80	Trinidad and Tobago	39		4	4.5	32	47	31	52
83	Burkina Faso	38		7	4.4	31	45	23	55
83	El Salvador	38		6	2.8	33	43	25	45
83	Jamaica	38		6	2.2	35	42	31	47
83	Panama	38		6	3.1	33	44	31	52
83	Peru	38		7	2.1	35	42	29	45
88	Malawi	37		8	1.5	34	39	31	45
88	Morocco	37		8	3.2	32	43	25	54
88	Suriname	37		3	3.2	31	42	31	42
88	Swaziland	37		4	2.1	33	40	32	42
88	Thailand	37		8	1.6	34	40	31	45
88	Zambia	37		8	3.1	32	42	23	50
94	Benin	36		6	4.3	29	44	18	47
94	Colombia	36		7	2.6	32	40	29	50
94	Djibouti	36		3	8.6	22	50	23	52
94	Greece	36		7	3.6	30	42	21	49
94	India	36		10	2.1	33	40	24	47
94	Moldova	36		8	2.6	31	40	25	47
94	Mongolia	36		7	2.6	32	40	26	47
94	Senegal	36		9	1.8	33	39	32	47
102	Argentina	35		8	2.6	31	39	19	41
102	Gabon	35		5	2.1	32	38	31	42
102	Tanzania	35		8	2.1	31	38	22	41
105	Algeria	34		6	3.3	29	40	20	42
105	Armenia	34		6	2.7	29	38	21	40
105	Bolivia	34		7	3.7	28	40	17	47
105	Gambia	34		5	7.0	22	45	17	57
105	Kosovo	34		3	1.5	32	37	31	36
105	Mali	34		6	4.0	27	40	18	47
105	Mexico	34		9	1.7	31	37	27	42
105	Philippines	34		9	2.2	30	37	21	42
113	Albania	33		7	2.0	30	36	23	39
113	Ethiopia	33		8	1.6	30	36	23	38
113	Guatemala	33		6	2.7	28	37	21	40
113	Niger	33		5	3.1	28	38	21	40
113	Timor-Leste	33		3	5.6	23	42	23	43
118	Dominican Republic	32		6	2.7	28	37	23	42
118	Ecuador	32		6	2.9	28	37	21	41
118	Egypt	32		7	3.1	27	37	17	44
118	Indonesia	32		9	2.9	27	37	21	50
118	Madagascar	32		8	3.2	26	37	17	42
123	Belarus	31		5	3.6	25	37	22	43
123	Mauritania	31		5	3.5	25	36	23	42
123	Mozambique	31		7	1.6	29	34	25	38
123	Sierra Leone	31		8	1.9	28	34	21	40
123	Vietnam	31		8	2.5	27	35	21	41
128	Lebanon	30		6	2.3	27	34	23	38

128	Togo	30		5	3.4	24	35	23	42
130	Côte d'Ivoire	29		8	2.4	25	33	19	38
130	Nicaragua	29		7	2.1	26	32	21	37
130	Uganda	29		8	2.2	25	32	22	38
133	Comoros	28		3	7.5	15	40	17	42
133	Guyana	28		4	2.1	25	31	23	32
133	Honduras	28		6	2.4	24	32	21	35
133	Iran	28		6	4.6	20	35	19	43
133	Kazakhstan	28		8	4.1	21	35	11	48
133	Russia	28		9	2.2	25	32	21	43
139	Azerbaijan	27		6	2.5	23	31	21	38
139	Kenya	27		8	2.2	24	31	19	35
139	Nepal	27		5	2.4	23	31	22	35
139	Nigeria	27		9	2.7	22	31	17	38
139	Pakistan	27		8	2.3	23	31	19	38
144	Bangladesh	26		7	4.1	20	33	21	50
144	Cameroon	26		8	3.5	20	32	12	41
144	Central African Republic	26		4	2.4	22	30	22	32
144	Congo Republic	26		6	3.3	20	31	19	40
144	Syria	26		5	2.7	22	31	19	32
144	Ukraine	26		8	1.8	24	29	18	32
150	Eritrea	25		4	9.2	10	40	12	52
150	Guinea-Bissau	25		4	2.1	22	29	22	31
150	Papua New Guinea	25		5	4.2	18	32	11	35
150	Paraguay	25		5	2.9	20	29	21	36
154	Guinea	24		7	2.7	19	28	12	32
154	Kyrgyzstan	24		6	1.8	21	27	18	32
156	Yemen	23		6	2.2	20	27	16	31
157	Angola	22		7	1.8	20	25	17	31
157	Cambodia	22		7	3.1	17	27	12	37
157	Tajikistan	22		5	3.8	15	28	11	32
160	Democratic Republic of the Congo	21		5	3.3	16	27	12	32
160	Laos	21		3	1.3	19	23	19	23
160	Libya	21		6	4.0	14	27	2	31
163	Equatorial Guinea	20		3	1.3	18	22	17	22
163	Zimbabwe	20		8	4.3	12	27		38
165	Burundi	19		5	2.8	14	23	12	28
165	Chad	19		5	2.5	15	23	12	25
165	Haiti	19		5	2.8	14	23	11	23
165	Venezuela	19		7	2.1	15	22	12	25
169	Iraq	18		4	2.3	14	22	11	21
170	Turkmenistan	17		3	2.9	12	22	11	21
170	Uzbekistan	17		6	2.0	14	20	11	22
172	Myanmar	15		4	3.7	9	21	6	21
173	Sudan	13		6	2.9	8	17		21
174	Afghanistan	8		3	3.3	2	13	1	12

174	Korea (North)	8		3	3.4	2	13	1	12
174	Somalia	8		4	2.3	4	12	2	12

<http://cpi.transparency.org/cpi2012/results/>

Annex # 4

TOTAL DATA Comparative Analysis According to each continent

#	QUESTION	Africa	#	%	Asia	#	%	Europe	#	%	America	#	%
Q1	Main problems are facing each country	Poverty	20	15	Unemployment	10	8	Economic Crisis	40	31	Crimes	60	46
Q2	Which is the first word you think when you hear about Corruption?	Theft	30	27	Money	10	9	Money	20	18	Deshonesty	50	46
Q3	Do you know about Corruption in Public Sector?	YES	50	100	YES/NO	10	50	YES	40	100	YES	150	100
Q4	Which Public Institution in your mind is most Corrupt?	President & Congress	20	14	M. Security	10	7	President & Congress	30	22	M. Security	80	57
Q5	What Level of Government is most frequent the Corruption?	Local Level	20	9	National Level	20	10	Local Level	40	19	State Level	130	62
Q6	What do you think is the most corrupt hierarchical level in the Public Sector?	Middle Level	30	60	Middle Level	10	50	High Level	30	75	Middle Level	140	93
Q7	Which Public Officials have a higher professional profile most Corrupt?	Police	30	19	Lawyer	10	60	Policy Makers	30	19	Policy Makers	90	56
Q8	Which is the frequent act of corruption between the Public Servants?	Evasion Taxes	20	20	Favoritism	10	10	Diversion of funds	20	20	Bribery (Bites)	50	50
Q9	Have you been any Corrupt act in your work area?	YES	30	60	YES/NO	10	50	YES	30	75	YES	90	%
Q10	Who provoked this corrupt act?	Another employee	20	40	Boss	20	100	Another employee	20	50	Director	50	33%
Q11	Have you seen Corrupt acts in other areas in your Public Institution?	YES	30	60	YES/NO	10	50	YES	30	75	YES	90	60%
Q12	Have you complained when you look at acts of corruption in your work area?	NO	40	80	NO	20	100	YES/NO	20	50	NO	10	67%
Q13	What is the main reason which Public Servants are doing corruption acts in their areas?	Personal benefits	40	80	Personal benefits	20	100	Money	30	75	Money	YES	60%
Q14	Who are easier to fall into Corruption in Public Sector?	Men	40	80	Men/Woman	10	50	Men	30	75	Men	12	80%
Q15	Do Public Institutions penalize to Official Servants whom fall into Corruption?	YES	40	80	YES/NO	10	50	YES	30	75	NO	90	60
Q16	Which of the following options do you recommend to reduce the Corruption of Public Servants in the Public Sector?	Punishment	40	80	Reduce salary/Punishment	10	50	Working dismissal	30	75	Advertise on media/ Working dismissal	50	33
Q17	Which is your occupation?	Public Servant	30	60	Public Servant	20	100	Public Servant	30	75	Public Servant	150	100
Q18	Which is your level of job in your Public Institution?	Hight Level	40	80	Low Level	20	100	Hight Level	30	75	Middle Level	70	47
Q19	Which is your highest level of Education?	Master	50	100	College	20	100	PhD	20	50	College	80	53
Q20	Choose your age between these intervals	21 - 35	40	80	21 - 35	20	100	All ranges	10	25	21 - 35 , 36-40	50	33
Q21	Choose your gender	Male	40	80	Female	2	100	Female	30	75	Male	80	53

Source: Dámaso López Lucero, Poll November 2012

Annex # 5

TOTAL DATA Comparative Analysis According to Mexico

#	QUESTION	Mexico	#	%
Q1	Main problems are facing each country	Crimes	50	45
Q2	Which is the first word you think when you hear about Corruption?	Dishonesty	40	36
Q3	Do you know about Corruption in Public Sector?	YES	110	100
Q4	Which Public Institution in your mind is most Corrupt?	M. Security	70	64
Q5	What Level of Government is most frequent the Corruption?	State level	90	82
Q6	What do you think is the most corrupt hierarchical level in the Public Sector?	Middle level	110	100
Q7	Which Public Officials have a higher professional profile most Corrupt?	Policy Makers	60	55
Q8	Which is the frequent act of corruption between the Public Servants?	Bites	40	37
Q9	Have you been any Corrupt act in your work area?	YES	60	55
Q10	Who provoked this corrupt act?	Director	40	37
Q11	Have you seen Corrupt acts in other areas in your Public Institution?	YES	60	55
Q12	Have you complained when you look at acts of corruption in your work area?	NO	80	73
Q13	What is the main reason which Public Servants are doing corruption acts in their areas?	Money	60	55
Q14	Who are easier to fall into Corruption in Public Sector?	Men	90	82
Q15	Do Public Institutions penalize to Official Servants whom fall into Corruption?	No	80	73
Q16	Which of the following options do you recommend to reduce the Corruption of Public Servants in the Public Sector?	vertise on me	50	45
Q17	Which is your occupation?	Public servant	110	100
Q18	Which is your level of job in your Public Institution?	Middle level	60	55
Q19	Which is your highest level of Education?	College	70	64
Q20	Choose your age between these intervals	21 - 35 / 36 - 40	40	36
Q21	Choose your gender	Male	70	64

Source: Dámaso López Lucero, Poll November 2012

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